

# PUBLIC RELATIONS JOURNAL

OF THE PUBLIC RELATIONS SOCIETY OF AMERICA



*U.S. Steel's community relations...*

DECEMBER  
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# Public Relations Society of America, Inc.

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## COVER PHOTO

Pennsylvania industrial editors heard a case history in community relations last month when J. Carlisle MacDonald, Assistant to the Chairman of the Board, U. S. Steel Corp., told how complex social and civic problems of a new industry (Steel's Fairless Works) had been integrated with an existing community of small business-rural proportions. Shown are (l. to r.): Ralph I. Wood, President of the editor's group; MacDonald; Pennsylvania's Governor John S. Fine; and Arthur Kaufmann, State Chairman of Pennsylvania Week.

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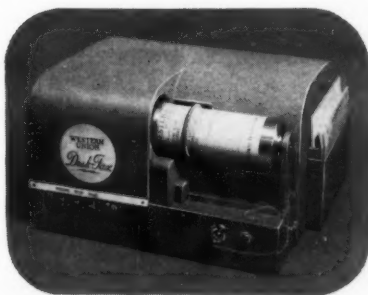
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December, 1952

*The words are new, the tune is old-  
But when the singers get too bold,*

## It's time to say, **"STOP THE MUSIC!"**

A virulent campaign of antitruck propaganda has been directed to the newsrooms of press and radio in recent months. Its sources are cleverly concealed. Even so, most editors and commentators have recognized it for what it is, and have quietly buried it in the wastebasket.

A Senate Committee investigating an earlier antitruck campaign using similar tactics had this to say:

**"It is perfectly legitimate for any industry to get its point of view before the people of the country. Criticism can only arise when material originating from the railroads is not so designated. Railroads being a public utility, the public has the right to know the source of any information concerning them in order to evaluate properly the extent to which such information may be biased."**

Railroad campaigns against trucks are nothing new. But the railroad interest never comes out in the open, so it can be identified as the source of the noise. The same Senate Committee recognized this fact when it reported:

**"Railroads and railroad associations have spent large sums in lobbying for antitruck legislation. Seldom revealing their true role, they have worked 'under cover' behind the fronts of taxpayers' groups, transportation associations, safety councils, and other organized groups. Among the measures thus secretly sponsored have been laws increasing taxes on trucks,**

**limiting the size and weight of trucks and trailers, and tightening insurance and license requirements. Material furnished free to newspapers and supposedly coming from a disinterested source gave wide publicity to the railroads' point of view. Research studies presented as the work of impartial engineers or taxpayers' groups, but actually financed by the railroads, purported to show the damage done to highways by trucks and the inadequacy of taxation on trucks."**

The current antitruck campaign has merely written some new lyrics for the same old discordant tune that occasioned these quotes. But the message and the tactics of the singers are the same. And they're wearing the same old false faces as they chant their hymn of hate. We trust that no one will be taken in by the noise!

**ANY NEWS ABOUT TRUCKS** you get from us is clearly identified with our own name. We're not "anti"—anything—we're for the best service we can give to the nation's producers, distributors and consumers. If you want facts about the trucking industry, we and our 51 member associations stand ready to help you. You'll be amazed to find out how important trucks have become to the continuing prosperity of every community—including yours!

**JOHN V. LAWRENCE, Managing Director**  
**American Trucking Associations, Inc.**



(Advertisement)

## American Trucking Industry

American Trucking Associations, Washington 6, D.C.



## NOTED IN BRIEF . . .

• Milton Fairman presents JOURNAL readers this month with an evaluation of where public relations practice stands today, offering parallels with the professional growth and recognition of sister fields. He sees great responsibilities thrusting themselves on today's PR people, as the work emerges from primitive beginnings to a more formal state.

• From his position as past president of the International Council of Industrial Editors, William Gerler interprets the findings of a recent survey conducted by his group on company publications—production trends and magazine staff relations with management. He presents some vital facts about this 70,000,000-circulation field.

• How one organization—The Norwich Pharmacal Company—develops and keeps favorable relationships with its stockholders, is told as a case history by John Broderick.

• If you had to convert a barn into a museum, you'd have some PR problems. Elliot Emerson describes some of the knots he had to untie to establish the Hall of Fame of the Trotter.

• Henry Urrows says some things about semantics—the study of word meanings—that all public relations people will want to read. He cautions about loose use of stereotypes, and making inferences and rendering judgments with insufficient facts. He approaches his subject in a frank, forthright manner, even saying that Korzybski is pretty hard for a reader to digest.

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# PR JOURNAL

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*" . . . The Department of Defense has a current annual budget of \$48,000,000,000 . . . There is not a single industry that is not in some way affected by government defense spending. It therefore behooves large industries to study the Department of Defense carefully and to adjust their public relations as well as their production to meet the needs of the times . . ."*

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## Hurrah for Mabel!

EVER HEAR ANYONE, such as a speaker at a convention, refer disparagingly to publicity as "free advertising" or a "free ride"? No doubt you have—and so have we—and on such occasions we confess to a little boiling of the blood.

But PRSA member Mabel G. Flanley, of Flanley and Woodward, isn't the type to fume in silence at ignorance or misrepresentation of an important public relations art. At a session of the International Apple Association she recently took exception to the remarks of a previous speaker on the program, and did it good.

"If any of you have any idea," forthrightly said Miss Flanley, "that you can conduct a good program through the press and have in your hearts or on your lips the idea that that program is a free ride program, disabuse yourselves of it."

"Editorial sponsorship, contrary to advertising space, is something you cannot buy; it's something you have to earn. You don't earn it if you have in your hearts that you are going for a free ride with anyone. You earn it if you have a product and a program that are worthy, if you know your press, know your channel of communication, know the people you are serving, what they want, what they need, and give it to them with never once letting them down."

"A press service is what it implies, a 'service to the press'. Properly conducted, it is one which the press welcomes and enjoys."

"Put all your publicity programs on that basis. Don't talk of free rides. You won't get across the street—certainly not back again—on any free ride basis!"

## The Place for First Things Is First!

TERRIFIC UPROARS, accompanied by mad scramblings, involved investigations, lost profits and personnel changes are inevitably the result of mistakes in design, engineering and production!

What about mistakes in public relations?

They can be and frequently are infinitely more costly than improper design, faulty engineering and inefficient production.

Whereas inferior products, resulting from design, engineering, or production mistakes can be called back and replaced, the adverse impressions resulting from PR errors not only cannot be called back, overhauled and returned, they

have a way of multiplying and spreading that is amazing to say the least.

While the number is decreasing (PR be praised!), why is it that so many organizations still look upon PR as something somebody else needs? Being at least equally essential to their business success as top design, engineering and production, they should give it at least equal standing. They should be just as concerned about employing skilled PR help as they are about hiring engineering and production genius.

We hear all too frequently, "We're in a special field and have relatively few customers." Or, "We aren't doing anything wrong, why spend money?" Or, "We have all the orders we can handle, why promote something we can't deliver?"

All of which makes it apparent that the public relations thinking in such concerns is thin indeed.

Every concern in business and industry today should, at least, determine what groups, or "publics" influence the concern's reputation and then see to it that each public be contacted and properly informed about the public relations phases of the concern's activities.

EDMOND C. POWERS

Director of Public Relations  
The Griswold-Eshleman Co.  
Cleveland, Ohio.

## It's Easy To Preach!

RIGHT NOW the burr-under-the-saddle that makes me most hot-under-the-collar is the fact that businessmen, Chambers of Commerce, and N.A.M.'s run around talking to each other and saying "Let's preach Capitalism," but still will not tell the facts of their own business to their employees.

LANSING T. CARPENTER

Haddam, Conn.

SAID NAPOLEON: "There are two levers for moving men: interest and fear."

WROTE CHRISTOPHER MORLEY, in *Where the Blue Begins*: "The principles of utility, honesty, prudence and courtesy . . . are invariably rewarded." A public relations sermon in one sentence.

# The practice of public relations

*" . . . Public relations itself is still in an early evolutionary stage . . . There are no boundaries to the area which public relations may ultimately encompass . . . And . . . no limit to the variety of ways in which it may, at this time, be practiced . . . Scientific knowledge is the basis of the sound public relations practice of tomorrow . . . "*

## Milton Fairman

Director of Public Relations  
The Borden Company

**T**HIS IS A HAPPY TIME to practice public relations.

Our society is in the throes of recreation. What was once a relatively coherent and placid world is now a planetary system, with the old world's peoples divided among the planets. The distances from planet to planet are vast, communication difficult, and interplanetary understanding essential to the orderly operation of the new social universe.

"The day has clearly gone forever of societies small enough for their members to have personal acquaintance with one another, and to find their station through the appraisal of those who have any first-hand knowledge of them." So remarked Judge Learned Hand, and he added, "Publicity is an evil substitute, and the art of publicity a black art; but it has come to stay. Every year adds to the potency and to the finality of its judgments."

Black or white, the art is here and is ours, its continuance made necessary by the very processes that have changed society. Agreeing with Judge Hand that publicity may be a black art, if it lacks restraining discipline, we can maintain that public relations is the white hope of our restless times. It can string a party line between the board chairman on his lonely planet and his shop workers in their equally isolated sphere. It can set a table where Judy O'Grady and the colonel's lady may share a pot of tea in harmony. It can open neutral reserves where men whose beliefs or skins are of one color may come to know and develop regard for men of different hues. Things of this

kind must be done to integrate our universe; they are chores for public relations and challenges to the public relations practitioner.

Public relations itself is still in an early evolutionary stage. It is still white-hot, still shaping, still to set. The very meaning of the term is still open to amendment. There are no boundaries to the area which public relations may ultimately encompass. And certainly there is no limit to the variety of ways in which it may, at this time, be practiced.

### Pioneer stage

These are pioneer days, and pioneering is the time of the individualist. Look at today's public relations practitioner. He follows no standard curriculum to secure a degree. His pocket holds no union card, his office wall sports no diploma. He is protected by neither certifications nor licensing. To earn his keep, he must rely upon what nature has given him, what the world has taught him, and how assiduously and skillfully he employs his inheritance and experience. These are the individual's basic equipment for competition in one of the most competitive of fields.

So long as this blessed state prevails, and before formalization sets in, ours is the freedom—indeed, the necessity—to explore fully the practice that engages us. Lacking still a party line, we can be individualists without being deviationists. Since orthodoxy is yet to be established, there can be no heretics. Yet the more thoughtfully we examine what we are doing, the more freely we

discuss it, then the more rapidly do we speed the coming of a discipline that will eventually give us a genuine profession. Until we succumb to this discipline, the practice of public relations will remain a highly personal one. There is no copyright on the term public relations. It is what you or I or anyone else may choose to make it. Each man must generate his own philosophy to develop his practice and guide him in it. Through the discussion and exchange of ideas, we can sharpen our thinking about this wholly absorbing way of earning a living while enjoying it.

### Parallels of medicine and PR

Some years ago Dr. Howard Haggard of Yale University published a little book in which he traced the evolution of medicine. There are many parallels between this ancient practice and our very young one.

Medicine, Dr. Haggard notes, had its origin in magic. His description of the precursor of the modern physician recalls the wild-west antics of our own not-too-distant past. "He put on a costume that was bizarre and fantastic. He danced and shouted before his patient, shaking a rattle . . ." The echo of early rattles is still faintly heard in public relations, but we have passed from voodooism to a more responsible practice.

The second stage of medicine, Dr. Haggard relates, was religious. Public relations has not yet fully emerged from this phase in which some of us confuse a profession with a religion; practitioners with the people they serve; and the practice itself with the philosophy these people should practice. Some of us reach out for spiritual leadership as if we were destined to guide those chosen people (our clients, of course) out of the wilderness and into a promised land of righteousness. At times, it appears as if public relations people had devised the golden rule—even before its invention could be claimed by the Russians. And we sometimes seem to hold exclusive patent rights on its enforcement.

These missionary efforts are good because they give a needed spiritual

Milton Fairman, Director of Public Relations, The Borden Company, New York, is a member of PRSA's Executive Committee. He was President of the Society in 1951.

lift to hasten public relations from its first to its final evolutionary stage. They are unfortunate because they obscure the more modest role of the public relations practitioner and his potential contribution to society. They hamper the acceptance of public relations and the benefits that grow out of its constructive practice. Hazy thinking and high-falutin talk build us a reputation that alienates the realistic people who conduct the world's affairs. They know that we cannot undertake, nor can they abdicate, their responsibility for decisions and policies. They know, if we do not, that we are proposers and not disposers. And their practicality makes them distrust the pilot who would steer by stars alone.

We must recognize that we are our brother's counselor—but not his keeper—if we are to progress, as medicine did, into a third area—that of science. The gate to this inviting pasture is ajar, and we have already set foot on its solid ground—if only tentatively. Scientific knowledge is the basis of the sound public relations practice of tomorrow.

#### Defining public relations

Passing from primitive beginnings into an orderly practice, there is a temptation to define the business that engages us. At our present stage (which is still essentially religious), each man's definition is worth as much or as little as the next man's. In his phrasing the public relations veteran may well rationalize what he has long practiced. Rationalization or whatever, a good definition might be this:

"Public relations is the humane art of securing the cooperation of normal people through the ethical use of mass psychology and communication."

Such is the skeleton; now to flesh it.

Despite the fact that public relations will ultimately be a disciplined science, there will be—and must be—full scope within the scientific discipline for individual personality and talent. Perceptiveness, imagination, creativeness in full measure are demanded as in no other profession. They constitute the art of our practice. They are demanded of today's public relations man, as they will be of tomorrow's.

Each man has these qualities in varying measure and applies them with varying skill in putting his training and experience to use. Nothing can supplant them.

One of the humane characteristics a public relations man must have is com-

passion for humanity. This is obvious—yet occasionally public relations people get too absorbed in techniques, forgetting that these techniques are applied to people. Every public relations move involves humanity, and cannot be well executed without a sympathetic approach to men and what concerns them.

#### Need for compassion

Opinion surveys reveal *what* men think, but an insight into *why* they think and feel requires real compassion. The good practitioner must drink deeply from the same streams that water the rest of mankind.

Intellectualization by itself never solves a human problem. Since men do not move by logic alone, the syllogism must be accompanied by sympathy in arriving at most public relations solutions. Can you visualize a good housewife's pride, imagine her betrayal by a cake that fails her before her bridge club; share her frustration, annoyance, embarrassment? Then you have the feel of consumer relations. Can you picture an old man, bored with retirement, magnifying small events to fill his days, impatiently waiting for the postman and an expected letter or check, and his chagrin when it fails to arrive? Then you have an inkling of relations with stockholders whose number includes many people of just this kind. Can you project yourself into a worker's home when a blue slip arrives with the paycheck? Endure the blow to ego, the dis-

ruption of family plans, the fear of the future that infuse the whole household? Then you are the better-equipped to handle a lay-off notice.

A practitioner's ability to project himself into human situations may spell the difference between artistry and mere competency. The sense of humanity is probably a gift of birth, but it can be enriched by objective self-study and the sharing—in depth—of the lives of others. No college course guarantees to develop it, but the great creative writers are, in effect, social psychologists from whom we can learn. From Shakespeare to O. Henry and James Joyce, they have created a library of case histories covering a vast cross-section of human experience.

#### Awareness of individual reaction

Awareness of individual reaction is important in a profession whose distinguishing characteristic is its concern with people *en masse*. When a public relations man works with an individual—unless it be one who influences masses of people—he is departing from his real practice: He is acting as a negotiator, or claim adjuster, or lobbyist, or diplomat. But his knowledge of how one or several individuals will react to a given stimulus may aid him in handling a mass situation. When he aims at what he believes to be the center of his target, his awareness of many individual reactions may enable him to place a few shots around the periphery without detracting from his main effort.



"Needless to say, I don't think much of the idea you fellows sold me on at our last directors' meeting!"



The application of the term "public relations" to what are actually private relations results from popular misunderstanding of our work, and is a recurring irritation. A public relations man may beat his wife, revolt his neighbors, and alienate his friends. His manners may lose him clients and bar him from the country club, but his handling of *masses* of people is the only gauge of his ability as a public relations practitioner.

The people with whom we work must be "normal" or "average" people, or our effort is wasted. Eliminated from public relations practice is that slice of the population that has been aptly called the "lunatic fringe." Here are the fixed minds—the negative and the hostile—that reflect unhappy childhoods, domestic or economic frustrations, or other social maladjustments. Here are the well-intentioned enthusiasts or zealots inextricably bound to causes. Here are the soap-boxers and chronic troublemakers who have a vested interest in mischief. Their treatment belongs to another practice; ours is restricted to balanced people of goodwill and open minds from whom we can expect results warranting our investment of effort.

#### Mass cooperation

Our long-term goal in everything we undertake is mass cooperation; our short-term goal the understanding that leads to such cooperation. Without this objective there is little need for the practitioner and little value to his work.

The goal is broad enough to cover almost every kind of public relations activity. Selling to, buying from, working for, agreeing with, voting for—all are forms of cooperation. And cooperation in any of its forms can be furthered through the use of public relations techniques.

Finally, we have the ethical use of knowledge and techniques. There can be no immoral or inhumane objective to our work, and our goal must be attained by moral means. We cannot, for instance, assist in the promotion of Communism because it is intrinsically vicious and against humanity; we cannot employ Hitler's "big lie," or even a little lie, because these are dishonest means. Even in the heat of controversy, efforts to create a difference of opinion must not result in hatred; ours is the work that strives for an over-all harmony, and not a vicious dissonance.

Herein lies the chief difference between public relations and "propaganda," between what Judge Hand calls a "black art" and modern public relations.

So much for the implications of this definition of public relations. Within such a framework, the practice is developing and can enjoy added growth. It is already following the trend of other professions in a world of constantly expanding knowledge and increasing complexity. Specialization, the inescapable accompaniment of modern life, is upon us.

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**"I know no safe depository of the ultimate powers of society but the people themselves; and if we think them not enlightened enough to exercise their control with a wholesome discretion, the remedy is not to take it from them, but to inform their discretion by education"**

—Thomas Jefferson

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Some of us might be called "horizontal"—or "area"—specialists. We concentrate on work with a single segment of the public. Thus there are specialists in employee relations, stockholder relations, farm relations, press relations and so on. Others follow a vertical—or functional—line, each specializing in one of the departments that make up public relations practice. The practice may be said to fall into three general classifications, each of which is brought into play, to some degree, in any public relations situation. These departments might be called analysis, prescription, and projection.

#### Analysis is first step

Obviously, analysis is the first step in handling a public relations problem. What caused the situation? What are the sentiments of the group involved? How can the sentiments be changed? What is the objective of the institution calling for PR help? What are its assets and liabilities?

Here perceptiveness and the sense of humanity are first called into action. Here is the need for social psychology, for the opinion surveys, for the seasoned experience with the group involved, and the knowledge of its mores. This is the department of the social scientists,

opinion analysts and horizontal specialists.

Prescription is the second division of practice. Here the practitioner, having completed his diagnosis, is prepared to recommend actions which are prerequisite to the remedy. Imagination and ingenuity strengthen his hand. Here he may rely again upon those who collaborated in the analysis. And here there is no more important factor than the principal who has engaged the practitioner, and whose policy decisions and actions are essential in bringing the problem to solution.

#### Projection

Projection is the third division of our practice. The cause having been ascertained, the prescribed regimen adopted, the active drive for cooperation can get under way. Here are needed the creative people, the writers, and artists, and speakers—and the communications specialists—aided by the personnel of the institution which has adopted the program. And projection rounds out the circle.

In time the good practitioner learns that, in most situations confronting him, he does not have to consciously work through all departments of practice. Simple problems have simple solutions and do not require elaborate programming. No one asks a physician what his program for measles is—the patient relies on his skills and experience to handle the simple case without discussion. The goal of both physician and public relations man is to get the patient well, and in most cases the recovery is quicker when the practitioner moves with maximum freedom.

#### Specialization inevitable

The growth of specialization in public relations practice is inevitable, regrettable, and necessary. The specialist will sharpen his practice for the benefit of his client and, perhaps, himself. But he will be denied the deep satisfaction that comes only from following a problem from analysis through prescription and projection to the final "mission accomplished."

Also recompensing the general practitioner is his wider exposure to people; an exposure which sometimes taxes his humaneness and his patience as well. His clients, for example, may reject his best prescriptions. They may act more from self-interest than from idealism. The client's motivation is not, however,

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# Company publications

*A recent survey by the International Council of Industrial Editors reveals many interesting facts and trends in the field of company publications*

**By William R. Gerler**

Publicity Manager  
S. C. Johnson & Son, Inc.

**T**HE COMPANY PUBLICATION, which big and little business issues regularly to its employees, customers and stockholders, is today a big growing business itself. Just how big was revealed recently by the International Council of Industrial Editors which conducted a comprehensive survey of its field. The Council represents some 3,000 editors who belong to its 31 member associations.

These publications, the survey showed, have a combined monthly circulation of 70,718,860. That's a third larger than the circulation of all the nation's daily newspapers; four times larger than the four leading general magazines.

Business is spending \$112,373,820 annually on some 6,500 publications. Over \$105 millions go for production costs. The remainder is for salaries of editors and their staffs.

The I.C.I.E. survey, the most complete study of its kind ever made of company publications, reveals for the first time some trends in this fast-growing field of business communications. One other survey was made by the Council in 1948.

In addition to recording a substantial growth throughout the field, the survey revealed a greater stature for the editors who plan and edit company publications—greater management interest, bigger budgets, better paid and more experienced editors, a greater interest in union activities and a marked improvement in journalistic performance.

The I.C.I.E. survey did not attempt to measure the effectiveness of company publications on readers, nor did it consider editorial content. Production trends and other trends relating to the editor, his staff and relations with his management was its prime purpose.

The Council mailed 6,500 questionnaires to editors in the United States, Canada, England and the Hawaiian Islands. More than 22.5% responded (1,405). Geographically they came from every state. From outside of the U. S. there were 138 replies.

## The PR role

The part that PR people play in company publications showed up in a number of the questions.

When asked to whom does the editor report, 14% replied "public relations manager." In 1948 only 10% reported to an individual with this title.

The majority of the editors, however, still report to top management, with 30% of them reporting to either the president or executive vice president. (That's 2% more reporting to these officials than in 1948.) Others to whom editors are responsible include personnel manager (14%), advertising manager (11%), general manager (7%), industrial relations manager (7%), editorial board (3%), and others (14%).

Many editors have PR duties in addition to their editing responsibilities. There were 514 editors who checked "public relations" as an additional duty. This represented 23% of all the addi-

tional duties checked. Advertising was indicated by 18%, publicity by 17%, and 11% stated personnel work. Other additional duties which were under 10% each included sales promotion, industrial relations, company executives, counsel of management, secretarial, employment and research in the order listed.

The survey showed that during the past three years management has been giving editors an increasing amount of responsibility. The editor himself has the final editorial O.K. 18% of the time. Only the president has as big a percentage (18%). The public relations director ranks fourth (8%) behind the executive vice president (14%). Others who give final editorial approval include personnel manager (8%), advertising manager (7%), industrial relations manager (7%), general manager (6%), editorial board (4%) and other (10%).

Management's increasing interest in employee communications showed up in the I.C.I.E. survey. Today, over 86% of the editors of employee publications consult regularly with their managements regarding problems, policies, budget, etc. Almost one-third of them stated that they are meeting with top management more frequently than they did five years ago. About 40% said "the same." Editors of other types of company publications—externals, internal-externals, trade and association—consult less frequently than they did in 1946.

## Bigger budget

Budget increases is another indication of the approval of business for company publications. Since last year 45% of the editors have had budget increases. One-half of the budgets are the same, and 5% indicated a smaller amount of money for their publications. The majority of editors, however, believe that their present budgets are adequate. Only 18% indicated that they would like more money to work with.

William R. Gerler is head of the Publicity Department of S. C. Johnson & Son which handles company publicity, public relations and employee publications. He is Past President of the International Council of Industrial Editors under whose leadership the I.C.I.E. survey was conducted. Upon graduation from the University of Illinois in 1939, Mr. Gerler joined Young & Rubicam, Inc., advertising agency, and was later Acting Director of Public Relations and Advertising for Investors Syndicate in Minneapolis.



Single copy costs vary from 3¢ per copy to \$1.00 or more, exclusive of salaries for the editor and his staff. The largest number of them (13%) cost 35¢ per copy.

8%.. 3¢	9%..15¢	13%..35¢
9%.. 5¢	5%..18¢	9%..50¢
7%.. 7¢	9%..20¢	2%..75¢
10%..10¢	12%..25¢	7%..\$1.

Although a large amount of this additional money for publications has gone into better art, more photographs, additional color and better layouts, much of it has been used for increasing the size and circulation of publications.

Since V-J day alone, 48% of the publications have increased their number of pages and over-all size. Since last year 21% are larger. Since they began publishing, 62% are bigger. Some, of course, are smaller. But that's only 10% of the total.

With increased responsibility, editors' salaries have gone up. Staffs have been increased and there's now more money for editorial assistants. Although the 1948 and 1951 surveys are not exactly comparable, the following salary ranges indicate better pay for editors.

Monthly Salary	1948	1951
\$100 to \$300....	25.6%	18%
\$300 to \$500....	41.2%	48%
\$500 to \$800....	13.7%	26%
More than \$800..	2.6%	8%

Compared with other professions, editors still feel that they are underpaid. For that reason many of them use company publication editing as a stepping stone to other jobs although they would like to make a permanent career of this work. Others have received natural promotions within their companies. Former company publication editors are now presidents (2), vice presidents (5), assistant general managers (2), secretaries of company (2), publications managers (2), secretary-treasurers (3), and assistants to vice president (2).

The greatest number of the former editors have entered advertising (35). Public relations has taken 16, sales 23, personnel 23, industrial relations 16.

Despite changes there is a significant sign of maturity in the age of the editors and in their backgrounds. Editors of company publications are older today than they were a few years ago.

22 to 29 years old.....	25%
30 to 35 years old.....	26%
36 to 45 years old.....	29%
46 to 60 years old.....	18%



Shown here are typical magazines and newspapers in the growing 6,500-company publication press which now has a monthly circulation in excess of 70 million copies. Over 60 per cent of all company publications are 10 years old or less.

Many editors have had previous experience in other closely allied professions including news writing (15%), advertising (15%), public relations (12%), feature writing (12%), publicity (12%), personnel relations (9%), and printing (6%).

#### Journalism training in college or high school

Thirty-one per cent of the editors have had college journalism training; 15% have had high school journalism. Of those who graduated from college 20% have had daily newspaper experience, 15% advertising, 2% public relations and publicity, 8% personnel, 5% weekly newspaper, 5% consumer magazine.

It's interesting to note that the greatest growth in company publications has

come since the beginning of World War II. The survey showed that 60% of all company publications are 10 years old or less. In one year (1950-1951), 373 of them came into existence. Some publications are 95 years or more in age. Five per cent reported being 15 years old; three per cent are 25 years old.

The majority of company publications are edited primarily for employees and members of their families. There are 62% of them classified as "internals." Another 14% are externals, 19% are internal-externals, 2% are trade, 2% are association and 17% are other types.

In size they vary from the two-page newsletter issued to less than 100 employees to the multi-million circulation of publications of leading corporations.

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# Guidance for PR trainees

By Robert Archer Smith

Public Relations Consultant

*In the April JOURNAL, James D. Gamble, PR Counsel of Johannesburg, Michigan, commented on PRSA's national Research Committee's 1951 annual report in which it was stated that the results of a survey made by the Committee indicated that news writing still ranked at the top of the list of qualifications essential for PR practitioners.*

*At the conclusion of the article, the JOURNAL editor appended a note asking readers how they felt about the matter. Some of the replies were quoted in the June JOURNAL; Mr. Smith's reply arrived sometime later.*

**I**N EVALUATING the report of the PRSA Research Committee as guidance for persons preparing to enter the public relations field, it seems to me that we must assume two things. First, that the findings are the results of an opinion survey. Second, that they are a reliable and valid expression of opinion from the PR field. As such, any altering of them would be erroneous.

But to assume, therefore, that the committee report represents sound guidance of the nature desired may lead to more serious error. Further, it may not be to our best interests as practitioners seeking professional status to allow this premise.

Let me cite a rather grim case in point. Two years ago the National School PR Association affiliated with the National Education Association. Up to that time it had been a small organization of individuals working directly, and for the most part exclusively, with school PR problems.

As a result of a decision made last summer at the NEA Convention, any of NEA's half-million members may now join NSPRA simply by forwarding dues. A suggestion that there was a need for a separate classification for persons with professional qualifications in PR was not even recognized by the chairman. Thus, if a survey were to be made among the NSPRA membership (which

is mushrooming at the rate of several thousand a month) to determine the qualifications or preparation needed for practicing school PR, the results would be highly misleading.

## Semantical abortion

That a similar fiasco hasn't occurred throughout the practice of PR is due largely to the fact that there is no all-embracing organization through which the leaven might spread. Nevertheless, me-tooism is already endangering the status of qualified PR workers. This is especially true in areas of the country in which there are no big names in PR to act as a moral deterrent. Obviously, it is at best a semantical abortion when everyone who has a job today in an alleged PR capacity is classified as approaching even remotely the status of professional.

Isn't it time to pause and re-group?

We want professional status. This is impossible without some concrete basis for licensing or certifying. In the established professions, academic professional training is unequivocally the first requisite.

It isn't difficult to understand the emphasis on newspaper experience revealed in the survey. PR was born and nurtured during the years when newspapers were the foremost, if not the only, mass media available. It was natural that PR workers should come from behind newspaper desks, especially since publicity played such a dominant role in early "PR." Obviously, press experience is still widespread

among public relations practitioners.

But how does such a background fit the current situation? In the light of PRSA's new definition, publicity is far from being the major PR function. It is morally certain, too, that society will never allow professional status to publicity or propaganda workers. Lastly, in the past decade we have seen other mass media dethrone the newspaper.

In conducting further research into recommended qualifications and preparation for PR workers, isn't there a need for delineating separate aspects, such as: (a) personality and character, (b) academic training, and (c) experience and proficiency?

In each area listed above it would be well to determine the factors that contribute specifically to professional fitness and success in PR.

Mr. Gamble points to the high rating given the ability to get along with people. Hasn't this come to be the top quality looked for in almost *any* line of activity? Beyond it, what are the peculiar qualities desired in the make-up of a PR worker? The high ulcer rate in the field would suggest a need for high mental and emotional stability and great objectivity or extroversion.

## Scientific problem-solving

Under academic training, much progress is being made by PRSA in its efforts to arrive at a basic PR curriculum for colleges. In my opinion, no special proficiency is more valuable in PR than the ability to sift out the pertinent facts in a problem situation and arrive at a solution—scientific problem-solving. A reporter may be skilled in getting facts and perhaps in uncovering problems. But PR needs problem-solvers. Let's have emphasis upon the scientific attitude, and scientific method throughout PR training.

In area (c), experience, one finds wide diversity of opinion. Some concerns prefer to "get 'em from the cradle and teach 'em to walk." Others are willing to pay for experience. However, which experience is more valuable? That gained in the industry or line of endeavor in which the practitioner will be working? Or straight PR-type experience, such as on a newspaper?

It is suggested that more progress in answering some of the questions raised above might be made in conferences involving foresighted thinkers selected from PR, industry and education, than in continued surveying of the public relations field. • •

*Recently released from active service as a Marine Captain, Robert Archer Smith is returning to private PR practice in Seattle. He was recalled in July, 1950, to direct public information throughout the 13th Marine Corps Reserve District, comprising Alaska and the four northwest states. He received graduate training at Boston University School of PR and holds the degree of Master of Education from the University of Washington.*



# It pays to know your share owners

*How The Norwich Pharmacal Company establishes and maintains communication with its share owners*

**By John P. Broderick**

Vice President  
Doremus & Company



The president of The Norwich Pharmacal Co. looks over a product assembly line. Many employees are represented among the company share owners.

WHEN ONLY TWO OR THREE or half a dozen partners own a company it's easy enough to sit around a table and keep up to date on how the business is doing. But it's an entirely different story when the ownership is spread among thousands, which is the case with most big industrial companies in the United States.

The extent and success of communication with share owners varies a lot from company to company. Unfortunately, some companies pay very little attention to their share owners except to send them the annual report and solicit their proxies for the annual meeting. But the managements of more and more companies are coming to realize that their relations with share owners deserve as careful attention as do relations with employees. Melvin C. Eaton, President of The Norwich Pharmacal Company, will tell you emphatically, "It pays to know your share owners." His company is in the forefront of those which establish and maintain close contact with the thousands who own their stock.

A few years ago when officials of The Norwich Pharmacal Company invited us at Doremus & Company to set up that company's public relations program, one of the main parts of the program to which we gave attention was this matter of communication with the company's share owners.

## Company's best ambassador

Obviously, the owners of a company—whether this one owns 10 shares of stock and that one a thousand shares—are potentially the company's best ambassadors of goodwill, and certainly to be reckoned with among its most interested salesmen even though they are not directly on the sales payroll. Unfortunately this segment of a company's "public" sometimes is taken for granted or at best given the routine treatment.

What we attempted to do was not only to make these share owners aware of the plain truth that the company was interested in them, but that it welcomed their ownership and that it actively solicited their cooperation.

Many companies send out letters of welcome to new share owners. Some do not, figuring it is a gesture hardly worth the effort. Some of the letters that do go out are formal and routine. We endeavored to make the letters of greeting warm and attractive.

The Norwich Pharmacal Company of Norwich, New York, manufactures

Pepto Bismol, Unguentine, and many other drug and chemical products, both directly and through its subsidiary, the Eaton Laboratories, Inc. It was a natural therefore to follow up the letter of greeting with a sample box of some of the company's products. The aim here was not only to show the new share owner first-hand what the company had to offer and to thereby encourage further purchase, but also to interest him in a sales effort on behalf of the company of which he owns a part.

There have been additional communications. Up-to-date dividend enclosures have been regularly used. The annual report booklet has received special attention. Share owners visiting the plant have been given cordial attention.

All of this has paid off handsomely. The daily mail from new share owners is well worth every minute of time and trouble taken to let the share owners know that they are recognized and welcome.

#### Sales promotion tie-in

A glance through Mr. Eaton's mail recently well illustrated the close tie-in with sales promotion. A New York woman wrote the company saying she had often used Norwich products and found them most satisfactory. "Thank you again for the progressive way you have welcomed me into your family of stockholders," she said.

A druggist responded: "May I thank you for your letter of welcome and the package of Norwich products. I am quite familiar with the Norwich line as I am a pharmacist and have been selling Norwich for a good number of years. My only regret is that I did not buy Norwich stock years back."

A prized letter came from a famous General of the U. S. Army: "Thank you for your letter. Mrs.—and I are pleased to be stockholders in your fine company."

An insurance man in New England who received a box of Norwich products wrote: "Thank you very much. This is darned good public relations!"

John P. Broderick is Vice President and a Director of Doremus & Company, New York Advertising and PR firm. A graduate of the University of Minnesota, he worked on newspapers and magazines in the middle west before joining the staff of Dow, Jones & Company, in New York, in 1929. Later, he was reporter and an editor of the *Wall Street Journal* for several years. PRSA member Broderick is President of the University of Minnesota Alumni Association of New York, and is Chairman of the Advertising Committee of the *Public Relations Journal*.



The sense of ownership in the company is shown by a share owner who concluded his letter: "We are always glad to hear such comments about our company and I just thought I would pass this along."

A New Yorker wrote: "It's reassuring to have stock in a company that evidently has not lost the common touch."

A housewife wrote: "Thank you so much for your very kind letter of welcome. It was indeed a pleasure and a surprise to also receive the wonderful package containing so many of your products. I am especially interested in your research work and hope that your organization will be the pioneers in many new medicines."

An attorney wrote: "I wish to thank you for your kind thoughtfulness. Most of these products already had a place in our medicine chest, and the samples have been added to our home supply. Let me compliment you on this approach to sales promotion."

Occasionally the response to the welcoming letter and the gift package is a formal card acknowledgment. A woman wrote: "Thank you very much. Now that I am a stockholder, I will use your drugs and also recommend them to my family and friends."

A businessman wrote, "This splendid policy of acquainting stockholders with your products deserves commendation, and I am confident it creates a splendid spirit. It is an aggressive procedure, and I like it. I shall be glad to be an emissary of goodwill for your organization."

Once a share owner disposes of his stock, many companies forget about him, summarily scratching him off the list, so to speak. Not so with Norwich Pharmacal. After checking to see whether the seller actually has disposed of all of his stock, the company sends him a friendly letter expressing regret that he is no longer in the family of owners and voicing the hope that sometime in the future he may rejoin the family. This, too, has paid off. Most of these letters are courteously acknowledged and in some cases the selling share owner goes far out of his way to explain why he has sold. A good many say that the need for selling was temporary and that the company's courteous interest makes them all the more anxious to resume ownership when the opportunity again presents itself. One man wrote he had just sold his holdings in the stock of 8 companies but that Norwich was the only one friendly enough to extend "Au revoir!"

#### "Fine neighbors"

Norwich, New York, where The Norwich Pharmacal Company's manufacturing plants are located, is a small and friendly town. Relations between management and employees are excellent and anyone in town will tell you that "the Norwich people are fine neighbors." Even though the company's share owners are scattered from the coast of Maine to the coast of California, they clearly echo that sentiment! • •

"We find it momentous that Lincoln used the word 'responsibility' nearly as often as he used the word 'freedom.' The free men of the world of arts and letters can well ask themselves, every day and almost as a ritual, 'Who paid for my freedom, and what the price, and am I somehow beholden?' The question is not rhetorical. It is a burning and terrible historical question."

Carl Sandburg

# Military relations

*"... The Department of Defense has a current annual budget of \$48,000,000,000. . . . There is not a single industry that is not in some way affected by government defense spending. It therefore behooves large industries to study the Department of Defense carefully and to adjust their public relations as well as their production to meet the needs of the times . . ."*

**By Byron E. Farwell**

Captain, Ordnance Corps,  
U. S. Army

MILITARY RELATIONS, or the art of dealing with the military public, the Department of Defense and its subordinate elements, has been a neglected aspect of public relations in most firms in spite of their experience in World War II. In many cases this stems from a failure to consider the Department of Defense as a special customer or to consider the soldiers, sailors, airmen, and marines as special publics.

The Department of Defense has a current annual budget of \$48,000,000,000. For the next few years the defense budget will probably continue to equal or exceed this amount. Most of this money goes directly or indirectly to American industry. The Department of Defense and its numerous subdivisions are now big customers and they will continue to be. There is not a single industry that is not in some way affected by government defense spending. It therefore behooves large industries to study the Department of Defense carefully and to adjust their public relations as well as their production to meet the needs of the times.

The Department of Defense is different from civilian customers and the businessman who fails to realize these differences will end up with premature ulcers. The primary differences between the Department of Defense and a normal civilian customer lie in the immense size of the Department of Defense, its different mission and its apparent despotism.

It is difficult for most of us to imagine the amount of money spent for defense. Our military establishment is responsible not only for procuring its own supplies, but also for procuring a sizeable chunk of the supplies of its allies.

The Chief of Ordnance, one of the smallest of the technical services of the army, is often referred to as "the world's biggest businessman." In comparison with this one part of a department of the government, all the great industrial giants shrink to insignificance.

Consider then the entire Department of Defense, which includes the Army, Navy, Air Force and Marine Corps. Its size lends itself to such extreme complexity of organization that small businessmen who have something to sell to the Department often cannot even find out which segment of it they must contact.

This organizational monster is the largest single customer of American industry. Its tremendous organization is developed for one purpose: war. Its mission is to kill men and to destroy property. Consequently, it buys in large quantities and sells nothing but its waste materials.

## Employees affected

This difference in mission between the Department of Defense and normal civilian concerns sooner or later produces a subtle but profound effect upon the minds of its employees.

Assume, for example, that in your own company you were not able to determine whether or not your product was being sold. You would never really be certain that the broad policies and programs which you use were successful. This is pretty much the case of the Department of Defense. This uncertainty results in a myriad of cautious regulations and a state of mind which leans over backwards to be on the safe side since the results are unpredictable.

Against this is the doctrine of battle,

which prescribes a vigorous pressing forward to meet and destroy the enemy. Within this atmosphere of great caution and great boldness, the government public relations man must steer his course. His work is made even more difficult by the Armed Forces' unsureness of itself and its distrust of public relations.

This large business of defense is run not by businessmen, but by professional officers and civil servants. The career soldier, and to only a slightly lesser extent the career civil servant, lives on what is said about him in his file in personnel or the Adjutant General's office, his 201 file.

Upon this record depends his whole career. He must work long and hard to get a commendation in this file and his slightest mistake can put in a reprimand. Therefore, the average officer is reluctant to "stick his neck out" and tends to be overly cautious in approving press releases or programs that will give real information to the public.

## "Tell 'em nothing" school

He is suspicious of the press and is genuinely reluctant to see his own name in print because he never knows if his superiors will approve. He will never get a commendation in his 201 file for good public relations, but he could easily get a reprimand for approving a release or a plan that his superiors feel should have been disapproved. Thus, most regular line officers, although brave in battle, through timidity are of the "tell 'em nothin'" school when it comes to releasing information to the public.

The dilemma of the need for both caution and boldness is also the cause of the continual friction within all military establishments at all levels between staff officers and commanders. It is this struggle to be both bold and cautious that makes for the "calculated risk." It also makes it difficult for a civilian to deal with the military.

Capt. Byron Farwell spent over five years in the army during World War II serving in the Field Artillery and the Corps of Engineers. In 1950 he was recalled to active duty, and has just completed two years as Public Information Officer in the Ordnance Corps.





It is only recently that the sub-departments of the Department of Defense have realized the need for public relations. Before World War II the War Department, unable to explain itself to itself, made no attempt to explain itself to the public.

Now, at least, the need is realized but an important point for all firms to remember is that the Air Force, Army and Navy are from 10 to 20 years behind the times in their public relations. The Department of Defense itself is public relations conscious at the top, but this consciousness has not yet reached down to all of the bureaus, arms, services, installations, and units. While there are exceptions, it can be stated as a general rule that the lower the echelon the less understanding there will be of public relations problems.

The Department of Defense, particularly the Army and the Air Force, have made serious and terrible blunders. While there are many capable officers serving in public relations capacities, there are not enough of these men to go around. The Public Information Sections of the Department of Defense agencies are full of amateurs and lesser lights. Due to the low pay scale, this will probably continue to be true.

#### Army can be sold

Industry has been of little help to these people in their public relations, and it could do a tremendous service. Faced with a mutual problem, industry tends to throw the responsibility on the Army and then play "good soldier" by promising to abide by whatever the Army decides to do. In most cases the Army doesn't know what it wants to do and would be grateful for a well worked out program by industry. The Army is as susceptible to good ideas as any other firm and they can be sold.

To the average businessman the military establishment appears to be despotic; its rules appear to be outside the law. For example, it will release information which the civilian world considers top secret, and it will not allow apparently harmless statements to appear in print.

One of the biggest headaches to firms with government contracts is the question of security. Civilians rarely understand it and are usually intimidated by it.

Faced with the desire or the necessity of making a press release or publishing an ad on their military work, most civilian public relation depart-

ments and advertising agencies are in a quandry. They are not sure, if they should obtain security clearance, and if they think they should, they are uncertain as to whom they should see to get it.

Most firms with Army Ordnance contracts, for example, are accustomed to doing business through their local Ordnance District. It is the Ordnance District that must inspect and approve the company's finished product and it is often the District which handles the contract. To the companies with Ordnance contracts, the District office is the Army and it is to this office that they often turn for advice on their press releases.

#### District PR

But well qualified as the districts are to handle procurement and inspection, they are not qualified to handle public relations problems. There is not a single qualified full-time public relations man in any Ordnance District. In the Army tradition, some districts have appointed a man to handle their public relations "in addition to his other duties." The man so appointed rarely knows anything about public relations nor is he interested in it. Consequently, serious mistakes are often made.

I know one large firm whose public relations is handled by its advertising agency. The agency relied upon an Ordnance District to clear its press releases. All went well as long as the

releases themselves were innocent, but then the inevitable slip occurred and information was released which the Army knew would "give aid and comfort to the enemy."

In addition to the damage done by the release of classified information, ill feeling developed among the people directly concerned with the release. The company blamed its advertising agency, which in turn felt blameless because the Ordnance District had approved it. The Army felt that the company was playing upon the credulous simplicity of its district in order to put across information that the company wanted released.

Taking the release to Washington and having it cleared by the Security Review Board is a surer way of being on the safe side, but it often takes days, weeks, or even months to get this done and sometimes much is cut out that could have safely stayed in the release. Security Review Officers are human. What one officer would approve another would cut.

#### Handling releases

Relying on the advice of a high ranking military friend of a vice president is another familiar way of handling company releases on military projects. Company officials are often astounded when told that Major General Blank is a fine officer and gentleman, but that he is not a public relations man, that he had no authority to approve the press release,



"First - will I have to pay any tax on gifts?"



and that the company is in the soup with the Department of Defense.

Actually, there is no one best way to handle all press releases or advertisements. Each release and advertisement must be handled according to its content and the desired time of publication.

It is ridiculous to send an innocent piece of copy to Security Review when any local Public Information Officer could clear it, or when formal clearance is unnecessary. But it is also dangerous—both to the company and to our national security—to rely upon a junior officer or your own judgment when copy should be cleared through technical channels and Security Review. Only a public relations man who keeps in constant touch with Armed Forces regulations and policies can know what treatment is called for on each press release and advertisement.

#### Potential customers

Another aspect of military relations frequently overlooked is the concept of the serviceman as a customer, actual or potential, and of the Armed Forces as a separate and important public.

Prior to World War II there were few servicemen and they were seldom a part of any community. They lived their lives apart from the civilian population. This has not been true since World War II, and probably it will never be true again. There are now over 3,000,000 men in this public, and their influence is great.

Cpl. Joe Blow may be only 18 or 20 year old. If he were a civilian Mr. Blow, Sr. would probably have little consideration for his son's ideas and opinions, but when Cpl. Blow comes home on furlough the whole family and all of his friends respectfully listen to what Joe has to say. If Joe tells his father that the particular make of truck he drives is no good, there is a very good chance that his father will never buy that kind of a truck. A good salesman may convince Mr. Blow that the civilian truck he is selling is a fine article, but Mr. Blow may still refuse to buy it because he feels that the company let his boy down by giving the Army bad trucks.

#### Best expert

I don't think that I have overstated the case or exaggerated Cpl. Joe Blow's importance. Regardless of the parents' feelings about the Army or their concern for their son, every parent with a son in the service wants to feel that his son is doing an important and re-

sponsible job. Most parents do not know the difference between an Army Cpl. and a Navy Captain. To the parents, their son is the best expert on the military establishment.

The easiest way to reach this public is to add the service papers and magazines to distribution lists of press releases. The several U. S., European and Pacific editions of the *Army Times*, *Air Force Times*, and *Navy Times*; the overseas editions of *Stars and Stripes*; semi-official papers such as the *Army-Navy-Air Force Journal* and *Army-Navy-Air Force Register* have a tremendous circulation and they are carefully read by service people of all ranks.

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"When one starts poor, as most do in the race of life, free society is such that he knows he can better his condition . . . The prudent, penniless beginner in these States labors for wages awhile, saves a surplus with which to buy tools or land for himself and at length hires another new beginner to help him . . . This is the just and generous and prosperous system which opens the way to all, gives hope to all, and consequent energy and progress and improvement of condition to all."

—Abraham Lincoln (message to Congress, 1861)

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You may not believe it, but these publications are read more carefully than the house organs you send your former employees now in the service. Also the ex-employees will feel a great deal of pride in his old company if by reading a news article on your firm or its product in a service journal he can say to his buddies, "that's my old outfit!"

A smaller audience is reached by the service trade journals. In the army, for example, most arms and services have their own magazine such as *Ordnance Magazine*, *Armor*, and the *Combat Force Journal* which is a combination of the old *Infantry Journal* and the *Field Artillery Journal*.

These magazines are read only by officers, for the most part, and only within their own arm or service. That is, about all Ordnance officers read *Ordnance*

*Magazine* but rarely *Armor*. Circulation figures on these magazines are deceptive. For example, I do not know a single Ordnance officer that does not read *Ordnance*, but I know of only a handful that subscribe to it. This is doubtless discouraging to the publishers, but it is never-the-less true. In most units and installations the Commanding Officer and perhaps one or two other officers subscribe and the copies are circulated on "buck slips" to all other officers.

#### Need for military relations expert

The procedure now used by the comparatively few companies that service the Armed Forces papers and radio stations is simply to send copies of their regular releases to the service media. To my knowledge there is not a single manufacturer that makes a practice of tailoring its press release to fit the military public. This slipshod method of reaching an important public is due to the lack of experienced military relations men in industry.

The problems involved in dealing with the armed forces are so complex that it is doubtful if any civilian without recent military experience could successfully cope with them. Many large firms try to meet the problem by having a contact man in Washington to handle all their government problems. These men are rarely public relations men, and more rarely do they have the proper knowledge of the workings and psychology of the military. In these times of war and near war and of strained relations between big business and government, there is a great need for military relations experts—men who are grounded in all aspects of public relations work and are thoroughly familiar with military channels, personnel, policies and psychology. Such men could save both government and industry a great deal of embarrassment and mutual ill-feeling.

A military relations man on the public relations staff of a company could handle all press releases dealing with Armed Forces contracts. He could obtain clearances in the safest, quickest and most satisfactory manner to the company. He would be familiar with service media and he could write for the military public. He could place his material where it would do the most good. In addition, he could serve as a ready counselor to the firm in all of its dealings with the Department of Defense from procurement to shipment.

# PR and the trotter

*How local and public interest has been generated in Goshen, New York's harness racing museum, the Hall of Fame of the Trotter*

**Elliot Emerson**

Public Relations and Publicity Director  
Grand Circuit, Inc.

OUR PROBLEM WAS, how could we promote major public interest in a tiny museum dedicated to a particular sport and located in a small village? And equally as important, how could we promote community interest in our venture?

At the Hall of Fame of the Trotter in Goshen, N. Y., we divided the project into two parts. First we had to solve the problem of building community and public interest in our museum before we opened it. Secondly we had to maintain that community interest and attract additional public approval after it was established.

In the very beginning we had hoped to make Goshen the home of the harness racing museum but for a long time had trouble obtaining a suitable site. In addition, we were somewhat disappointed in the lack of sincere enthusiasm for the institution on the part of the villagers.

Through a series of behind-the-scenes activities we encouraged the organization of a Community Committee for the Hall of Fame of the Trotter. It was made known to several of the prominent Goshenites that other communities were vying for the museum and that this village was certain to lose it if more active support was not forthcoming. One of these men wrote a letter, at our suggestion, to the local newspaper, gently chiding the population for not getting 100 per cent behind the Hall of Fame, which was a natural to add to Goshen's worldwide stature as "The Cradle of the Trotter." In his letter, he offered to donate one of his building lots for auction to raise money for the museum if the villagers got active in a campaign to bring it there.

Immediately following publication of

the letter one of our top officials offered to donate the first sum of \$500 for the Hall of Fame to be credited to the organization which was set up for the purpose of aiding the museum. This offer was not made publicly at the time, but was contained in a letter to one of the local men we knew would play a leading role in the proposed venture.

## Community acts

Apparently this combination of events jolted the community into action. Through the local board of trade the Community Committee was set up and Village Clerk John B. Connelly was named to head it. The group's major aims were to generate local interest in the museum and to raise money for it.

The committee quickly scheduled and carried out:

1. The sale of horseshoe lapel pins.
2. The sale of horseshoes from famous horses. (The purchasers were then urged to donate the shoes to the museum.)
3. The auction of the building lot.
4. A horse show.

The Committee persuaded such organizations to get 100 per cent behind the Hall of Fame as the Lions Club, Rotary Club, American Legion Auxiliary, Orange County Board of Supervisors, Goshen and Middletown Riding Club, Catholic Daughters of America and the Minisink Hook and Ladder Company. All told, through the Committee, we raised about \$18,000 and succeeded in stirring up so much interest that it was no particular surprise when we announced in March, 1951, that we had found a site and would definitely establish the museum in Goshen.

To ballyhoo our opening on June 30, 1951, we planned a mammoth horse and horse-drawn vehicle parade depicting the history of harness racing and of Orange County. Still working closely with the Committee we invited persons from four surrounding states to enter horses and vehicles in the parade which in some way were concerned with the growth of the sport.

The results were amazing. More than 500 horses were in the parade and just



Sulky exhibits



Yesterday a box stall—today an art gallery.

over 1,000 marchers. The vehicles numbered some 250. The parade brought more than 10,000 persons to this village (pop. 3,200) and gave us a great send-off.

Since our opening the Committee has greatly curtailed its activities. But our job remains complex. In order to promote widespread public interest in our type of institution, located off a main highway, we must of necessity go outside the specific field of horse racing for our appeal. We must draw persons here. We can't expect too many tourists or passers-by. We attract historians through our excellent collection of manuscripts, formerly the property of prominent horsemen, describing life in the Civil War era and other. We appeal to art lovers who come to see our fine collections of drawings and paintings of famous horses by masters of the art; we draw lovers of fine prints who enjoy inspecting our groups of Currier and Ives and others, and of course we attract the horsemen, horse lovers, the bettors and the merely curious.

We have achieved excellent results from our personal-letter canvass of all the schools and many of the social, fraternal and children's groups in Orange County. Many of them have accepted our invitation to attend the Hall of Fame in groups to enjoy the advantage of a conducted tour by a qualified guide.

The museum has been represented on local and national radio and TV programs frequently. Each year we take

advantage of the magnificent publicity pull of the famed Hambletonian and arrange some tie-in on the day of the race. The newsmen are all here anyway so why not take advantage of a good thing since it's all in the same family? This fall we hope to inaugurate a radio program originating from the museum. It will be a forum type show discussing questions of interest in sports and education.

Originally our charter stated that the Hall of Fame of the Trotter was established "for the purpose of collecting, classifying and preserving the archives, records, relics and other personal property items of interest and to establish memorials in connection with the origin and development of the Standardbred Horse."

But we have now become more than mere words on a document. We are a landmark in a newly-revitalized and fast-growing sport and we have reached this point mainly through the proper application of ethical practices in both community and public relations. • •

*Elliot Emerson began as Night Manager of UP's Miami Bureau in 1944, later served as Winston Churchill's PR liaison man during the 1946 U. S. visit of the British leader. Since 1947 he has been PR and Publicity Director for the Grand Circuit—America's trotting horse management group. Two years ago he was asked to direct conversion of a stable into a unique national museum. The Hall of Fame of the Trotter has had PR problems which the writer describes.*

## Practice of PR

(Continued from page 7)

the concern of the practitioner, although his conscience will require that the long-range objective is not against the general interest. He may recall an adage of Joel Chandler Harris who pointed out that "you can't lead a one-eyed mule from the blind side." Getting there is more important than the driving. As he seasons, the practitioner learns that public relations considerations are but one of many which figure in major decisions, and the clients are of the same human stuff as the public or, for that matter, public relations people.

### Client's needs and demands

The client's needs and demands are the practitioner's bread and butter, and he should be content with his work, humdrum though it may occasionally seem. Some are fortunate in serving clients whose objectives fire them with zeal and bring a satisfaction over and above that which accrues from more prosaic undertakings. Thus they derive fringe benefits denied to most of us. Unfortunately, opportunities such as they enjoy are not available in sufficient quantity to provide a livelihood for all the people in this rapidly expanding profession.

As one who should "walk with kings but keep the common touch," the public relations practitioner can do much to alleviate one of the great tragedies of our modern life—the isolation of men within their respective social strata. Establishing communication between these lonely cells is a challenge, whose answer is a valuable contribution to all the separated groups. Public relations has proved its worth in this respect so often that it is difficult to contemplate an orderly society without it and its practitioners. In a democracy, where progress stems from harmonious understanding, the future of public relations seems secure.

If we are impatient with the progress made to date, we can take comfort from the case of medicine, whose development was at a virtual standstill for 2,000 years after Hippocrates initiated the scientific approach. If we are dissatisfied with our rewards, let us look about our world and regard the duller and less engrossing means of earning a livelihood; then give thanks to a time and place where talents such as ours have found a market. • •



# An introduction to semantics

"Semantics is the study of word meanings. . . . Its potential contributions toward attainment of professional standards in public relations could . . . be decisive."

By Henry H. Urrows

Harold L. Oram, Inc.

SEMANTICS is the study of word meanings. Garrulous gaffers who revere public relations as a mystic rite or philosophers' stone will find it little help. Semantics offers no recipes for sleight-of-hand broths to sweeten soured names, massage the wounded ego, libel leadership, revive dead economic orthodoxies, or steal elections. Its potential contributions toward attainment of professional standards in public relations practice could, however, be decisive. Semantics serves as a cathartic disciplinary influence, pointing toward straight thinking.

Many a cub reporter has had a fervid news story given caustic scrutiny by re-write, his purple prose sadly punctured with pointed questions. "What do you mean?" asks re-write again and again as the blue pencil slices away at fuzzy copy. Like good re-write, semantics looks askance at eloquence. It thrusts forward this same deflating question at every sloppy example of modern communications.

## Basic text

The basic text of this new science is *Science and Sanity, An Introduction to Non-aristotelian Systems and General Semantics*. Written by the late Alfred Korzybski, the book first appeared in 1933. A second edition with revisions and additions came out in 1941. Neither volume is especially readable; you not only put the book down frequently, but must also re-read many passages to get his drift. The style ignores the author's principal message, a demand for sharper use of language. And yet it is a provocative and stimulating work.

Most interested laymen prefer to get their semantics from Korzybski at second-hand. Two excellent translators have written popular books which may be less authoritative than the Korzybski bible, but they are intelligible guides as

well as effective tracts. These are Stuart Chase's *The Tyranny of Words* and S. I. Hayakawa's *Language in Action*. You may enjoy them as much as many readers have. It is also likely that you may profit from their bibliographies.

## Words are symbols

Semanticists claim, with some truth, that editorial and public relations prose often employs words and phrases without careful regard for clear meaning. Words are symbols, not things. Confusion of symbol with what is symbolized is common. Words can defeat their user's purpose, if he uses them without some awareness of the actual objects, activities and ideas to which they refer.

Primitive adults and most babies restrict their use of language to concrete objects. Things have names; when words fail, the cave man and the baby can always point. In dealing with ideas, words take on larger responsibilities. Gestures exercise the speaker but cannot serve as effective symbols. Most word-symbols for ideas are abstractions. Abstractions are clear only so long as speaker and listener, writer and reader, preacher and congregation mean the same thing when a particular abstraction is cited in a particular context. When confusion occurs and communications become fuddled, the semanticist steps in with what could be sage advice.

He shows us that words can become

Henry H. Urrows is a member of the firm of Harold L. Oram, Inc., public relations and fund raising consultants. A charter member of PRSA, he served on the Committee on Standards of Professional Practice which drafted the Society's *Professional Standards for the Practice of Public Relations*.

toys rather than tools. Philosophers used to amuse themselves and their disciples with games like this:

No cat has eight tails;

Every cat has one more tail than no cat;

Every cat, therefore, has nine tails.

Words are not the only symbols. Mathematicians use numbers. Painters use shape and colors. Architects use masses. Algebra avoids games like that of the nine-tailed cat by setting ground rules for manipulation of symbols.

A news report, like an arithmetic statement, can be checked. When we editorialize, when public relations attempt to "sell" ideas, we must draw inferences from facts. We combine inferences and produce opinions. In the process, unless we watch each step we can slide from firm to marshy ground. Without some awareness of the principles which semantics teaches, we can sink into quicksand.

A report is much like a fact in arithmetic. It should be checked. We should know what we are doing when we make an inference from a fact, and when we render judgment on the basis of that inference. We should not forget that the only part of the process subject to proof is the fact itself.

If Mrs. Doe leans over her fence and reports to Mrs. Roe, "Mary Smith didn't get home until one o'clock in the morning," she presents a fact that can be checked. Even then, the inference had better not assume other events which are not true. If Mrs. Roe exclaims, "Mary has probably been carousing," we have such an inference. Mrs. Doe's judgment may conclude with a technical truth not quite what she intends, "I always said Mary would come to no good end." If Mary was really kept late at choir practice before a big church celebration, she's been maligned without evidence of fact.

Semantics warns against making inferences and rendering judgments with insufficient facts. Semantics also warns against the way communications can be distorted through over-simplification.

## Two-value classifications

Too often we resort to inaccurate two-value classifications in the tradition of our Neanderthal ancestors. Savages know only good magic and bad magic, with no significant phenomena falling between what they consider good and bad. Recognition of gradations in value marks a relatively civilized stage of value appreciation.



Abrupt differentiations, extreme poles of up-down, left-right and good-bad clutter much of our talk and our editorial copy today. If you aren't "pro-management" or "pro-labor" some observers suppose you must be "anti-management" or "anti-labor," without regard for the spacious panorama of virtues and defects to be found alike among businessmen and union leaders. The militant conviction that "If you aren't with us, you're against us," is more likely to send blood pressure upward than clear a single head.

### Two-value thinking dangerous

Life today, the semanticists tell us, is complex. Our society affords so many gradations of opinion, judgment and opportunities for varying choices of action, that two-value thinking is downright dangerous. The demagogue thrives in this sort of atmosphere. Hitler could applaud what he considered good with certain equated words of approbation: *Aryan, German, noble, virtuous, heroic, courageous*. He condemned what he disapproved with their polar opposites: *non-Aryan, foreign, corrupt, degenerate, weak, cowardly*. His sorriest victims were those who swallowed this verbal hashish, and took it often enough to acquire a taste for it.

A scientist cannot content himself with saying that any physical state represents absolute hot or cold, but prefers to measure the specific number of degrees at a given time and place on an agreed standard scale of temperature. Human beings would suffer fewer ulcers and shorter wars if scientific exactitude could be brought to bear

in the use of language.

Words acquire emotional colors which cannot be separated from the effects the words produce in people's minds. One could say, "The 1938 U. S. Department of Agriculture reports testified . . ." to start a fairly calm sentence. Translate the same statement into "Roosevelt's New Deal bureaucrats claimed . . ." and you have a call-to-arms in some circles.

### Trigger words

The number of trigger words which set off a prefabricated chain of emotional responses today is growing. The semanticists say that with frequent exposure to two-value classifications and trigger words our citizens become increasingly less critical of what words mean. Repeated exposure to irresponsible declarations tends to gain acceptance among some readers who accept reiteration as a substitute for need of proofs. Among others, fatigue sets in with a state resembling anesthesia. The principle of the Big Lie has served Hitler and Stalin well.

Affective terms like *women drivers* also cause confusion. Cite a good driver who happens to be female and those of us who hold a fixed stereotype of her species will dismiss the example as a negligible exception to a secure rule.

The late Sir Arthur Quiller-Couch once advised authors to write with fury and correct with phlegm, but never vice-versa. Semantics should serve as an inhibiting, salutary influence against abuse of language. Many of us could greatly profit from what this young science has to offer. • •

## Company publications

(Continued from page 9)

*Ford Times* is one of the mass circulation publications. It goes to 1,500,000 Ford fans each month. General Motors' *Friends* is mailed to 1,400,000 families. Two-thirds of them, however, have circulations of 5,000 or less.

Readership figures for company publications are even more significant. By actual survey by the editor or an outside organization, the editors reported:

1 reader per copy.....	6%
2 readers per copy.....	20%
3 readers per copy.....	34%
4 readers per copy.....	23%
5 readers and more per copy..	17%

Like the public relations profession, company publication editing has reached its present mature stage solely on the work of the editors themselves. Self-education and aggressive group cooperation have raised editors' standards and goals.

### Editors attend education courses

Forty-two per cent of the editors stated that they have attended education courses since becoming editors to improve their journalistic knowledge. Most of these courses have been sparked by industrial editors' associations who have arranged clinics, meetings and conferences, many of them in cooperation with colleges and universities. Today there are more than 20 such annual editors' gatherings around the country. Among them is the annual International Council of Industrial Editors' Conference. Key speakers and experts in layout, type and other allied arts are invited to participate. Fifty-six percent of the companies pay the bills to send their editors to these sessions; 10% pay part.

Contests have provided another incentive: 63% of 1,173 editors reported that publication contests are incentives to do better. Over half of them have entered national contests, 24% local contests, 24% regional contests.

To prove the value of their publications to managements, editors have found a number of different successful methods: readership surveys (38% make them regularly), letters from readers, awards in contests, sales results, requests for copies, year-end reports and general interest shown by employees through attitude surveys. • •

(Single copies of the ICIE survey are available on request to: Robert Schulz, Nordberg Manufacturing Co., Milwaukee 7, Wisconsin—Editor)

### Mission of PR

We, in public relations, are interested in the same objectives. Our job, like yours, is primarily one of communications. It's a two-way street. Our department is the channel through which management keeps posted on public opinion. In turn it is the transmission mechanism through which management decisions are announced and explained to the public.

In this day and age, favorable public opinion in the plant community is a prime factor in industrial planning. In the function of industrial management, it ranks in importance with market development, sound engineering, operating practices and availability of raw materials.

To my mind, favorable public opinion is dependent upon two principal factors. The first of these is sound policies which work to the mutual advantage of the company's employees, customers, stockholders and neighbors in the plant community.

The second is proper explanation of these policies, and public understanding of them.

J. Carlisle MacDonald, Assistant to Chairman  
United States Steel Corp., addressing Pennsylvania  
industrial editors.

## Minnesota poll shows degree of public understanding of PR

**T**HIS YEAR the Minnesota Chapter of the Public Relations Society of America presented a forum to provide some measurements of public relations progress. Co-sponsored with the School of Journalism of the University of Minnesota, the "Annual Audit of Public Relations" presented some findings in public opinion of public relations—as a term and as an activity—as established by "The Minnesota Poll," a survey conducted through cooperation of the *Minneapolis Tribune*.

During August, The Minnesota Poll interviewers asked a statewide cross-section of 988 adults questions relating to public relations.

As was anticipated, there was a wide variance of understanding concerning the term and its application to business. Encouragement for those interested in public relations, however, can be gained from the fact that 40% of those persons questioned could provide some explanation of the meaning or purpose of public relations.

### Responses

The significant responses to the four questions included in the study are reported below.

1. Two out of every five adults have fairly definite ideas about the purposes of public relations—chiefly, "to create or build goodwill for a company"; "the attitude a firm takes toward the public"; "the relationship between a firm and its employees"; "the relationship between a firm and its customers."

Three out of five adults (60%) in Minnesota do *not* know what the term public relations refers to, or cannot explain their thoughts.

NOTE: Remaining questions were asked *only* of the people—40% of the total sample—who were able to offer *some* explanation of the meaning or purpose of public relations.

Of those who *do* have some notion or knowledge of public relations:

2. 57% are able to cite the names of Minnesota firms that, in their opinion, enjoy "especially good public relations".

Their principal references:

General Mills  
Minnesota Mining & Manufacturing Co.  
The Dayton Company  
Hormel's

Minneapolis Honeywell  
"The public utilities"

3. The chief criteria for "especially good public relations", judging from the replies given by these respondents, are:

- a. Good employee relations
- b. Good service
- c. Keeping the public informed about company activities
- d. Participation in civic affairs

4. A majority (60%) would recommend "public relations as a life's work for a young man or a young woman"; 9% would not; 11% qualify their judgments (e.g., "there's a field in it, but I don't know how crowded"); 20% are undecided.

It must be remembered that the percentages apply to the 40% of the total sample.

### Projection

Projection of the total sample would include 1,900,000 persons according to the base established by the Minnesota Poll. With that figure in mind, a 40% understanding of public relations was some recognition of the field but provides an obvious opportunity. • •

## Business Leadership

"Strangely, yet understandably, there are some who believe businessmen are Doctor Jekylls and Mr. Hydes—that while they are private citizens outside their offices they are nice neighbors, and good citizens, but once in their offices become calloused individuals who have no interest in giving the public either satisfaction from the goods and services they make and sell, or satisfactions from their relations with one another. How silly such a concept can be.

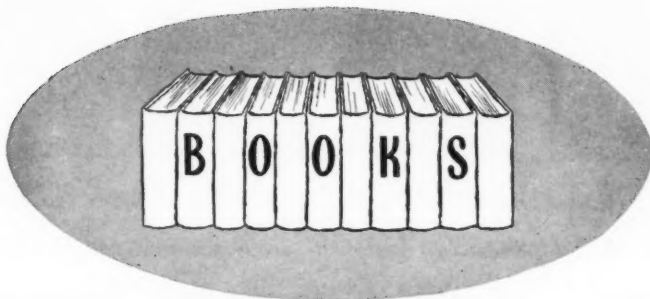
"Businessmen are no different from anyone else. They have the same likes and dislikes, the same hopes and aspirations, the same appreciation for honesty and fair dealings as people who earn a living in other fields of endeavor.

"The basic criticism that might be levelled at business leadership is its fear of being misunderstood; its failure to express itself clearly, in not sticking to

simple, basic facts; its failure to recognize and use tested, proven facilities already existing to communicate with the public. Therein lies the danger, for while independently seeking ways and means by trial and error, or by business leaders delegating internal responsibility to others, to "build public relations," time is being wasted and erroneous impressions are created on the part of the public as to interest and intent.

"In many ways I think business, along with other phases of our national life, has become too specialized and departmentalized and is the unwilling and unhappy victim of mass psychology—consequently resorting to herd-instinct and silence."

—John Garver, Chairman, Board of Governors, Association of Better Business Bureaus, speaking at the 37th Annual Conference of the Association, June, 1951.



### **PRACTICAL HANDBOOK ON EFFECTIVE ILLUSTRATION IN PUBLICATION LAYOUT**

By Kenneth B. Butler, Butler Typo-Research Center, Mendota, Illinois, 84 pp. (paper cover, 8½ x 11 inches), \$3.50.

*Reviewed by K. C. Pratt, K. C. Pratt, Inc.*

The first of a projected series of handbooks, this booklet on illustration is the work of a man of many years' experience in the graphic arts. Kenneth B. Butler is President of Wayside Press, author of *Advertising Age's* column, "Tips for the Production Man," and a member of the faculty of Northwestern University, where he gives courses on design, production and layout to graduate students at its Medill School of Journalism.

Layout ability, the author states, comes from the mastery of various individual techniques. For the layout practitioner these are many, since numerous ideas which advertising has proven to have impact have been taken over. To recall and apply properly a few hundred of these is the making of a good layout designer.

Layout is considered mainly from the point of view of using illustration as a layout tool. This concept of illustration includes the utilization of light and dark areas on the page, in the form of halftone, line drawing and combinations of the two. Knowledge of printing techniques is not presupposed on the part of the reader. An explanation is given of such things as the difference between halftone and line etching and the requirements for a photograph to be used for illustration. Nearly every conceivable form of using halftones and line plates is presented.

There is an absence of any discussion of printing type. Although this is an important topic in its own right and, it is suspected, may be the subject of a subsequent handbook, it seems that, since this booklet is planned to assist the beginner in layout techniques and ideas, something about type might have been included. At least, it might have been pointed out that type faces now offer practically endless possibilities to contrast or supplement the moods of various kinds of illustration.

Otherwise, it is a skillful piece of work, which is elementary enough so it does not confuse the beginner, while offering many suggestions of value to the practiced layout person. For the latter, it is so designed that one can climb through its pages easily to find suggestions and illustrations on handling almost any subject.

The plentiful illustrations have come largely from the laboratories of the author's classes and represent examples of what most of the consumer and business publications in this country are doing in the way of layout. • •

### **PRACTICAL PUBLIC RELATIONS**

**(Revised Edition)**

By Rex F. Harlow and Marvin M. Black, Harper & Brothers, New York, 407 pp., \$5.00.

*Reviewed by Felton H. Gordon  
Public Relations Counsel*

This book has a rare appeal in that both economic man and dreamer alike will find it of great interest and practical value—even more so than was true of the first edition published in 1947.

The harbingers of full professionalism will find in this volume reassurance

that it is on the way and that if any profession ever had a real mission of service to humanity, it is public relations.

The revised version might well serve as an index to the amazing progress of the past five years. It might well be dedicated to those who are working tirelessly and unselfishly to open new vistas of usefulness.

First-time readers will find the book a panoramic study of a bright new profession. On encore, one will find the book completely revised and including several new chapters, which, with the changes in the old, make it a "must" in every professional public relations practitioner's library.

Perhaps the most interesting of the additions is the chapter on "Public Relations As a Social Instrument" under the section on "Foundations of Public Relations." In it the authors touch briefly upon a crucial point with the assertion that genuine professionalism will come only with the sublimation of financial return to that of social value.

In a new chapter on the "Scope and Content of Public Relations" the authors come up with an interesting delineation of the duties of the public relations counsel as contrasted with the consultant. The counsel's facilities are such that he can do any part of the public relations work of his client, they say, while the consultant usually services his clients in a person-to-person relationship.

Some may find this description inadequate, preferring to regard the title of "counsel" or "consultant" as ones to be bestowed eventually by PRSA or by law as degrees of proficiency in return for meeting certain criteria of status or educational accomplishment.

Under "Divisions of Public Relations" other new chapters discuss "Distributor-Dealer Relations," "Educational Relations," "Special Publics" and "Communications." Tools of the profession are amply covered in Part III and this section provides a new insight into such media as the press, radio and television, advertising, public speaking and graphic arts, to name a few.

*Practical Public Relations* has been used in many colleges and there is no reason why this new edition shouldn't prove even more valuable as a college text, as well as a handy quick-reference work for the busy practitioner. Such works as this add luster and stature to our profession and hasten the day of full integration of public relations into the social structure. • •



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WILLIAM A. DURBIN  
Burroughs Adding  
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Detroit, Mich.



Hawaii  
ROY J. LEFFINGWELL  
Hawaiian Sugar  
Planters' Assoc.  
Honolulu, Hawaii

## NEWS IN VIEW . . .

### Chapter Representatives to 1953 Board of Directors

The 24 Active PRSA members shown here—  
one elected by each chapter for a one-year  
term—will take seats on the Society's 1953  
Board of Directors on January 1.

In addition, 18 other new Board members  
were elected by PRSA's Active members in  
recent national balloting (story on page 23).

The governing body for the new year will  
also re-seat 13 members of the present  
Board whose terms expire in 1953 and 1954.



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Monsanto Chemical Co.  
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GRETA W. MURPHY  
Milwaukee School  
of Engineering  
Milwaukee, Wisc.





## NEWS SECTION

DECEMBER, 1952

### PRSA Board of Directors chosen for 1953

**Active members choose 18 Directors by national ballot; 24 chapters name one each; 13 carry over from 1952 term.**

PRSA was not without its own rash of election fever as the 1952 Society year drew toward its close. More ballots than have ever been cast in a Society election placed 18 nationally-allocated Directors on the upcoming 1953 governing body; and with more chapters added this year, the new Board will include 24 one-year term Directors from organizational units from Boston to Hawaii, and New Orleans to Minneapolis. Additionally, 13 Directors carry over terms of service to the new year.

The new Board of Directors will meet for the first time, according to the By-Laws, at the Annual Conference in Washington for the express purpose of electing officers and fixing the amount of the 1953 dues, after which the new members retire and the 1952 Board completes the calendar year. The new group takes office January 1.

#### Large chapter group

Chapter members of the 1953 Board are pictured this month in *News in View*, comprising not only the largest "chapter class" of Board membership, but the first instance of all chapter delegates being presented together visually at one time. These representatives are chosen by the chapter for one-year terms each.

#### National ballot chooses 18

Of 36 nominees presented on a slate to the Active Membership by the Nominating Committee, with Board approval, 18 were chosen as follows, with number of years' tenure shown in parentheses after each name:

##### Canadian Region:

John W. Lawrence (3); Director of PR and Advertising, The Borden Co., Ltd., Toronto, Canada.

##### Central Region:

Don L. Short (3); PR Counsel, Minneapolis, Minn.

Allen H. Center (1); Director of PR, Motorola, Inc., Chicago, Ill.

W. Robert Walton (1); Director of PR, The Studebaker Corp., South Bend, Ind.

##### Chicago Region:

Theodore F. Sills (3); President, Theodore R. Sills & Co., Chicago, Ill.

George M. Crowson (2); Assistant to the President, Illinois Central Railroad, Chicago, Ill.

Hale Nelson (1); Vice President in Charge of PR, Illinois Bell Telephone Co., Chicago, Ill.

Conger Reynolds (1); Director of PR, Standard Oil Company (Indiana), Chicago, Ill.

(Continued on page 31)

### Fairman named Assistant Editor of Journal

The PRSA Executive Committee has announced the appointment of Milton Fairman, Director of Public Relations, The Borden Company, New York, as Assistant Editor of *The PUBLIC RELATIONS JOURNAL*, effective January 1, 1953.

Mr. Fairman, who was PRSA President in 1951 and has long been active in the Society's publications developments, will assist the *JOURNAL* Editor, G. Edward Pendray, in a staff capacity. Both positions are voluntary, held at the pleasure of the Executive Committee. • •

#### January Journal to report Annual Conference

The January issue of the *JOURNAL* will carry a picture and text report of the proceedings of the Society's Fifth Annual PR Conference held at Washington, D.C., November 23-25.

### St. Louis Chapter holds record-breaking PR conference

More than 400 representatives of the business and civic life of St. Louis attended the St. Louis Chapter's Second Biennial Public Relations Conference at the Jefferson Hotel, October 23. Included in the largest of PRSA's chapter conference audiences so far this year were 70 students of public relations or allied fields who were guests of the Chapter.

Dan J. Forrestal, Assistant Director, PR and Advertising, Monsanto Chemical Co., is Chapter President; and Lt. Col. Russell W. Tarvin, Information Officer, Scott Air Base, USAF, was General Chairman of the one-day Conference. Maxey Jarman, Chairman, General Shoe Corp., Nashville, was luncheon speaker on the subject: "Leadership in Opinion Forming."

Outstanding on the morning session was the scholarly presentation made by

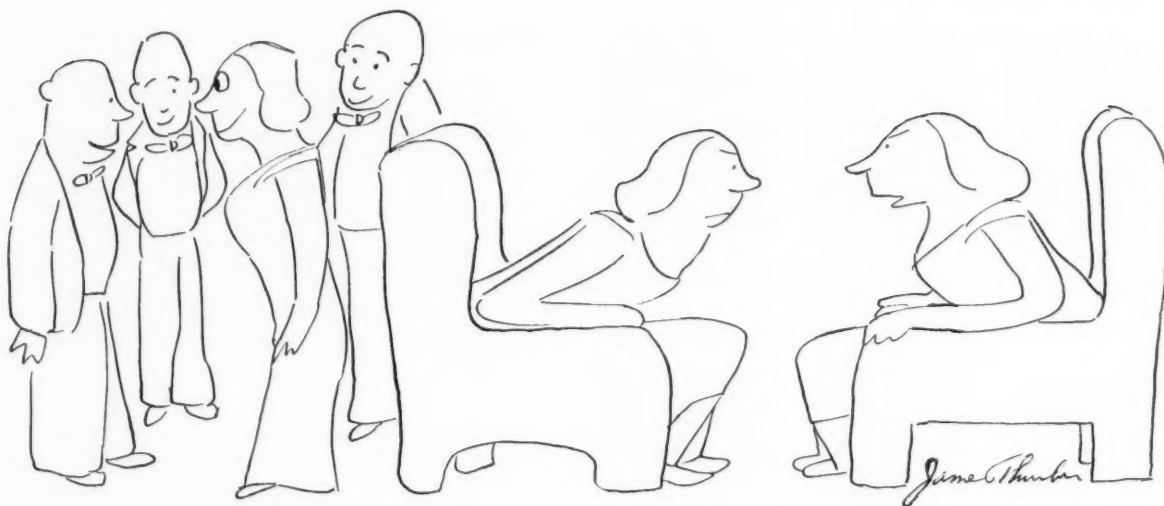
Conger Reynolds, Director of PR, Standard Oil Company (Indiana), Chicago, who discussed the subject of management PR policy statements, illustrating his remarks with slide material based on much original research he has done on the problem.

Rear Admiral Harold B. Miller, retired, President, National Committee for a Free Europe, gave an excellent case history progress report on the advance being made by his organization's privately-financed radio broadcasts beamed at the peoples of the satellite nations, such as Hungary and Czechoslovakia, quoting reports of results which indicate that reception of information is having a positive effect. He explained that Committee personnel monitors Communist radio broadcasts and studies its newspapers from behind

(Continued on page 31)

# How News Travels

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December, 1952

# Chapter notes

## COLUMBUS CHAPTER

At the October meeting, "The Techniques of Putting the Television Medium to Work" was discussed in both live and on-film aspects by experts from Columbus' three stations: **Gene Ragle**, Program Director, WLW-C; **Warren Warner**, Program Director, WTVN; **Charles Cady**, Production & Public Service Director, WBNS-TV. • •

## DETROIT CHAPTER

First chapter session of the 1952-53 season, November 11, featured **Frank McNaughton**, *Time & Life* Washington correspondent since 1941 (plus prior service there with UP), who brought members a first-hand picture of a newsman's problems covering the Washington front. • •

## NEW YORK CHAPTER

November 19 luncheon session was a chapter "free-for-all," without a speaker, on the subject: "What are the PR Lessons of the Presidential Campaign?" Four areas of discussion elicited lively comment: "How much did sound PR practices contribute to Ike's victory?"; "Was the 'power of the woman' underestimated as a decisive factor?"; "What was the effect of the pollsters' predictions

on the voter—and how will their findings affect them in their bid for product and corporate surveys?"; and "What PR problems now face the Democrats?" • •

## PHILADELPHIA CHAPTER

Formal installation of the Philadelphia Chapter took place at a dinner meeting October 29, with **Walter W. Belson**, Director of PR, American Trucking Associations, Washington, D. C., and PRSA Eastern Regional Vice President, presenting the charter from the national Board of Directors.

**William G. Werner** of Cincinnati, Ohio, Manager, PR Division, The Procter & Gamble Co., and national PRSA Vice President, addressed the Philadelphia members on their opportunities for community service.

The charter of the newly-formed chapter was accepted by President **Franklyn Waltman**, Director of PR, Sun Oil Co., and member of the PRSA Board. Other officers of the chapter are: *Vice Presidents*, **Harold S. LeDuc**, Vice President, Bell Telephone Co. of Pennsylvania, and **Kenneth D. Wells**, President, Freedoms Foundation; *Secretary*, **Mrs. Helena P. Rhoads**; *Treasurer*, **John Harvey**, Director of PR, John Falkner Arndt & Co.



New York Chapter held an "ethics luncheon," October 29, on the topic: "Should a public relations counsel serve a client whose objectives or methods he doesn't believe in?" Panel leaders were (left) **William H. Baldwin**, Baldwin and Mermey; and **Homer N. Calver**, Director of PR, Paper Cup and Container Institute, Inc. Audience participation produced some professionally provocative discussion.

*urer*, **John Harvey**, Director of PR, John Falkner Arndt & Co.

At the meeting Mr. Waltman announced the selection of **E. Huber Ulrich**, PR Director, Curtis Publishing Co., as the Philadelphia Chapter's representative on the national PRSA Board.

Chairmen of presently organized committees are: Community Services, **Ralph C. Champlin**, Vice President in Charge of PR, Pennsylvania Railroad; Eligibility, **Robert G. Wilder**, Director of PR, Lewis & Gilman, Inc.; Program, **Mr. LeDuc**; Publicity, **William W. Weston**, Assistant Director of PR, Sun Oil Co. • •



**Franklyn Waltman**, President of the Philadelphia Chapter, PRSA, receives the new Chapter's charter from **Walter W. Belson**, Eastern Regional PRSA Vice President, with **William G. Werner**, national Vice President of the Society, who addressed the Philadelphians on their opportunities for community service, looking on.

## SAN FRANCISCO CHAPTER

**Dr. Ewald T. Grether**, Dean of the University of California School of Business Administration, was host speaker at the Chapter's October meeting, held at the University's Faculty Club.

During his talk on "Public Relations Problems of a School of Business Administration," he emphasized the fact the University was facing the decentralization problem, which at the moment is generic.

In pointing up the statement, that "The unity of a university best serves the ever widening horizons of knowledge," he illustrated the value and opportunities for the student when it was possible to base his specialization on a sound foundation of broad, general knowledge rather than only within the tight realms of specialization.

(Continued on page 27)



## Chapter notes

(Continued from page 26)

"With fundamental academic educational training prior to specialization," he continued, "students are able to grasp opportunities as they present themselves. On the other hand, experience has shown that highly specialized training without the basic foundation of general fundamental academic education tends to fit students only for one field. They are not capable of accepting responsibilities in other fields, and as a result their horizons of usefulness are limited to their specialization. It has been proved that such persons reach their peak by 40. It is our endeavor within the framework of the University's vast education resources to teach students to recognize, organize and interpret business needs and problems and in so doing progress in any direction. It is selling the idea of broad, fundamental training prior to years of specialization which we find difficult. The accountant wants only accountancy, the salesman only selling, and so on throughout the whole wide field of specialization." This, Dr. Grether feels, weakens

a person's chances for advancement in the world of business.

At the University no one is admitted to the School of Business Administration until his junior year. The School is for juniors, seniors and graduates. Dr. Grether stressed the products of the School as student manpower and research results. He illustrated the usefulness of the research facilities with a description of a project in which the University is presently engaged—the age old problem of the aging population in the field of workers.

The project includes work on discovering the physiological, psychological, and biological age factor of workers as against their chronological age. The work is being carried on by psychologists, economists, and biologists. The measure of work performance of workers reflecting these various ages is the criterion for both union and management thinking on reaching the retirement age of workers. The public relations problem arising for the University in doing this type of work is the fear of both labor and management that the findings might upset their present retirement and pension contracts. Methods for inform-

ing the general public on the value of such studies are under consideration, according to Dean Grether. • •

## NORTHEAST OHIO CHAPTER




Edmond C. Powers

New officers named:

**President, Edmond C. Powers**, Director of PR, Griswold-Eshleman Co.; **Vice President, Edward Howard**, Edward Howard & Co.; re-elected **Secretary-**

**Treasurer, Wayman H. Thomasson**, Cleveland YMCA, all of Cleveland. New local board members are: **Arthur S. Bostwick**, Fuller & Smith & Ross; **Paul Brokaw**, Paul Brokaw & Co.; **Rodney C. Sutton**, Hill and Knowlton of Cleveland; **George C. Frank**, Erie Railroad Co., all of Cleveland; and **William D. Hines**, Firestone Tire & Rubber Co., Akron. **Frank C. Uniack**, Diesel Engine Div., General Motors, Cleveland Retiring Chapter President, was named Chapter Director of PRSA's national Board.

(Continued on page 32)



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## Membership Postings

The By-Laws of the Society require that applications for membership be posted 30 days before being submitted to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 2 West 46th Street, New York 36.

### Active Membership

**G. M. Coffin**, Asst. Business Mgr., Dept. of PR, General Motors Corp., 3044 W. Grand Blvd., Detroit 2, Mich. Sponsors: LeRoy H. Kurtz and J. J. Kaufman.

**Zenas D. Cook**, Publicity Director, MacManus, John & Adams, Inc., Fisher Bldg., Detroit 2, Mich. Sponsors: Albert C. Nute and J. J. Kaufman.

**Clancy W. Dayhoff**, Director of PR & Advertising, Port of Los Angeles, Room 1300, City Hall, Los Angeles 12, Cal. Sponsors: Ned Wiener and Harold P. Levy.

**George S. Hastings**, Director of Industrial & Public Relations, Aladdin Industries, Inc., 703 Murfreesboro Rd., Nashville, Tenn. Sponsors: Maxwell E. Benson and Boyd M. McKeown.

**M. Elizabeth Lynch**, Professor of Journalism, Marygrove College, 8425 W. McNichols, Detroit 21, Mich. Sponsors: Walter T. Murphy and Howard E. Hallas.

**Clinton B. McKnight**, Asst. Director of PR & Advertising, Diamond Alkali Co., 300 Union Commerce Bldg., Cleveland 14, Ohio. Sponsors: Gustave F. Utter and Arthur S. Bostwick.

## PHOTOGRAPHY

In the Cincinnati Area  
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**Donald M. Murphy**, Director of PR & Sales Promotion, Lucky Stores, Inc., 1701 First Ave., San Leandro, Cal. Sponsors: R. Mark Ogden and Leo J. Murphy.

**Ellis S. Perlman**, Public Relations Director, Coleman Todd & Associates, 248 Park Ave. West, Mansfield, Ohio. Sponsors: Paul L. Eden and Edward Howard.

**Edwin C. Shafer**, Asst. to General Director of PR, Union Pacific Railroad, 1416 Dodge St., Omaha 2, Nebraska. Sponsors: Byron W. Reed and Donald D. Hoover.

**Randolph Van Nostrand**, Director of PR, Merchants and Manufacturers Association of Los Angeles, 725 S. Spring St., Los Angeles 14, Cal. Sponsors: Burns W. Lee and Harold P. Levy.

**John D. Williams**, Director of Employee-Public Relations, Hiram Walker & Sons, Inc., Walkerville, Canada. Sponsors: Thoburn H. Wiant and J. J. Kaufman.

### Associate Membership

**John H. Belford, Jr.**, Account Executive, The Weimer Organization, Inc., 51 North High St. Columbus 15, Ohio. Sponsors: George H. Saville and Ivy V. Farley.

**Alfred L. Davis**, Director of PR, Rochester Institute of Technology, 65 Plymouth Ave. South, Rochester 8, N. Y. Sponsors: William H. Corwin and Swayne P. Goodenough.

**Frank D. Davis**, Director of PR, Nation I Gypsum Co., 325 Delaware Ave., Buffalo 2, N. Y. Sponsors: Francis W. Dunn and Whitman Daniels.

**Richard C. Ehrman**, Manager, Employee and Plant Community Relations, X-Ray Dept., General Electric Co., 4855 Electric Ave., Milwaukee 14, Wis. Sponsors: John H. Paige and Lawrence J. Smotherman.

**Neal K. Fenkell**, PR Dept., Packard Motor Car Co., 1580 E. Grand Blvd., Detroit 38, Mich. Sponsors: E. Patrick Monaghan and J. J. Kaufman.

**Rev. Clarence J. Ryan**, Vice President in Charge of PR & Development, Marquette

University, 1131 W. Wisconsin Ave., Milwaukee 3, Wis. Sponsors: John H. Paige and Gibbs R. Allen.

**Donald F. Sager**, Executive Secretary, Western Insurance Information Service, 3440 Wilshire Blvd., Los Angeles 5, Cal. Sponsors: Burns W. Lee and Harold P. Levy.

**J. Wesley Shaw**, PR Director, Aurora Gasoline Co., 15911 Wyoming, Detroit 21, Mich. Sponsors: J. J. Kaufman and Walter T. Murphy.

### Associate to Active

**John D. Kemp**, Director of PR, Gonzales Warm Springs Foundation, Gonzales, Texas.

## Welcome to new members

The Executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership. (Complete addresses given in "Postings," September and October issues of the JOURNAL.)

### Active Membership

O. S. Aultman	David S. Ketchum
W. Grant Burden	Joseph W. Kling
Paul F. Burns	Frank M. Malone
William W. Cary	William H. Newbro,
Joseph F. Cavanaugh	Jr.
Dr. John F. Conlin	Albert C. Nute
Ovid R. Davis	George Peabody, Jr.
Darrell D. Decker	Lynn Poole
Sam E. Drake	W. Edward Rachels
James F. Fox	Charles E. Robbins
Charles D. Frazer	Ray Samuel
Kenneth Gregory	Gar Schmitt
J. Mason Guillory	Frederick S.
Phil Townsend	Schouman
Hanna	M. J. Schulenburg
Erle Hannum	William I. Truby
John W. Harden	George Weissman
Edward W. Hodgetts	Chauncey G. Welton
S. Spencer Kalwary	Lee A. White
Robert T. Kenney	Stewart J. Wolfe

### Associate Membership

Ruth H. Floyd	Clifford A. Shaw
Richard L. Hindermann	James R. Shinnars
Richard W. Holznecht	Arthur Smith, Jr.
Jules W. Lederer	Edward J. Steimel
Amy V. Pace	William E. Stirton
John J. Robinson	Edward F. Stout
Gerald Schwartz	Robert J. Turek
	Dorothy Williams
	Charles H. Zeanah

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## Common and Preferred DIVIDEND NOTICE

October 22, 1952

The Board of Directors of the Company has declared the following dividends, all payable on December 1, 1952, to stockholders of record at the close of business October 31, 1952:

<i>Security</i>	<i>Amount per Share</i>
Preferred Stock, 5.50% First Preferred Series.....	\$1.45*
Preferred Stock, 4.75% Convertible Series.....	\$1.18 <sup>3</sup> / <sub>4</sub>
Preferred Stock, 4.50% Convertible Series.....	\$1.12 <sup>1</sup> / <sub>2</sub>
Common Stock.....	\$0.25

\*Period from August 26, 1952.

*Josephine*  
Secretary

**TEXAS EASTERN**  
SHREVEPORT

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LOUISIANA

## PEOPLE

(●) indicates PRSA members

**William Kostka ●** William Kostka and Associates, Denver, heads that city's volunteer committee of public relations, advertising and promotion executives developing year-round program activities for the Area Community Chest.

**M. K. Mellott ●** has incorporated the M. K. Mellott Company as successor to the unincorporated PR firm which carried his name. Offices are in New York, Scranton and Pittsburgh.

**Joseph V. Baker ●** Philadelphia PR Consultant, has produced a study, *Negro Stakes in the Free Enterprise System*, as a publication of The Institute of Industrial Race Relations, a non-profit organization which he serves as Executive Secretary (1712 Christian Street, Phila. 46, Pa.).

**Carroll R. West ●** formerly Ass't Sec'y in charge of PR for Kiwanis, Int'l, Chicago, has been named Vice President in Charge of PR Title Insurance & Trust Co., Los Angeles, where he will head customer and PR programs of the Pacific coast organization.

**Allen H. Center ●** formerly PR Director, Parker Pen Co., Janesville, Wis., has been appointed PR Director, Motorola, Inc., Chicago. Co-author of the new book, *Effective Public Relations*, Mr. Center is 1st Vice President of PRSA's Wisconsin Chapter and a newly elected member of the national Board of Directors. **Richard W. Holznecht ●** formerly PR assistant at Parker, has been promoted to the PR post vacated by Mr. Center.

**Samuel L. Austin ●** Director of PR, Chicago Mercantile Exchange, has been elected President of the Publicity Club of Chicago for the 1952-53 year term.

**DIED: Ralph A. Picard ●** Deputy Administrator, Farmers Home Administration, U. S. Dept. of Agriculture, Washington, D. C., October 13, 1952. A native of Decatur, Ill. (October 17, 1898), he moved to Louisiana at an early age, later attended Columbia University and Southwestern University (Memphis). He spent eight years on newspapers and 12 years in Memphis



For excellent services to its industry and the public, and especially for assistance to the Government and farmers in overcoming an acute food surplus problem, the Illinois Chain Store Council was given an Award of Merit by the American Trade Association Executives. PRSA member Quaife M. Ward (left), Executive Manager of PR for the Council, is shown receiving the citation from the Hon. Don C. Bliss, Minister, United States Embassy, Ottawa, Canada.

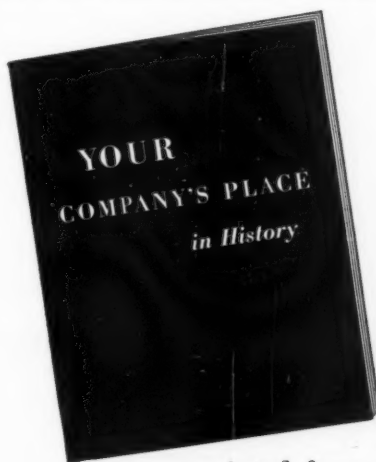
city government before joining the federal service in 1941. He was a veteran of World War I; and a long-time member of PRSA and one of its predecessor organizations, The American Council on PR. His wife, Mrs. Nancy B. Picard, survives him.

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### Texas brags

PRSA member John H. Murphy, recently appointed Secretary - Manager of the Texas Daily Newspaper Association, has been given the choice task of, as he puts it, "composing Texas brags on Texas daily newspapers."



One of the major tasks of his new position is to plan a broad public relations program for Texas dailies. One of the program's main goals, naturally, will be to tell the nation of the scope of the Lone Star State's newspaper industry.

But don't get the idea it's an easy job, Mr. Murphy says. "Of course we all know that Texas daily newspapers are the best in the nation," he begins, "but there's a tremendous job of gathering all the information on 98 daily newspapers."

Mr. Murphy is a charter member of Houston Chapter, PRSA. • •

### Membership Reinstated

Mrs. Vivian Boron de Bordeaux, U. S. Information Service, 82 Rue Paul Blanchy, Saigon, Vietnam (Indochina).

### Membership Discontinued

Dwight Anderson, Center Moriches, Long Island, N. Y.

John Newton Baker, The Florida State University, Tallahassee, Fla.

Monroe Campbell, Jr., 409 Manning St., Philadelphia, Pa.

F. Linn Church, 20 Germania St., San Francisco, Cal.

E. Charles Duval, Theodore R. Sills & Co., Chicago, Ill.

Donald L. Hopkins, New England Mutual Life Insurance Co., Boston, Mass.

James G. Kershaw, The Everman Organization, Sacramento, Cal.

Miss Victoria G. LeFevre, c/o Ransom, V. A. Hospital, Grand Island, Neb.

Gerald T. Lynn, Steve Hannagan, New York, N. Y.

C. H. MacMahon, Borg-Warner Corp., New York, N. Y.

Howard P. Maginniss, Douglas Aircraft Co., Inc., Tulsa, Okla.

Mermon W. Potter, Veterans Administration, Montgomery, Ala.

Salvador Tio, Economic Development Administration, San Juan, Puerto Rico



## Board chosen for 1953

(Continued from page 23)

### Eastern Region:

Thomas F. Robertson (3); Director of Public Information, Eastman Kodak Co., Rochester, N. Y.

William H. Collins (1); Director of PR and Advertising, Dravo Corp., Pittsburgh, Pa.

### New York City Region:

Thomas J. Deegan, Jr. (3); Vice President, Chesapeake and Ohio Railway Co., New York, N. Y.

Sydney H. Eiges (1); Vice President in Charge of Press and Information, National Broadcasting Co., New York, N. Y.

Robert G. Pearson (1); Manager, Publicity & Information Div., Public Relations Dept., Shell Oil Co., New York, N. Y.

Leslie C. Stratton (1); Director of Public Information, Boy Scouts of America, New York, N. Y.

### Southern Region:

James H. Cobb (3)\*; Director of PR and Advertising, Delta Air Lines, Atlanta, Georgia.

### Southwestern Region:

George Kirksey (3); President, George Kirksey & Associates, Houston, Texas.

### Western Region:

Edward F. Baumer (3); Director of PR, The Prudential Insurance Company of America (Western Home Office), Los Angeles, Calif.

F. Douglas Tellwright (1); Vice President, Public Relations, Pacific Telephone and Telegraph Co., San Francisco, Calif.

### 13 carry over to new year

Continuity of program is assured by the 13 members of the 1952 Board whose tenures run through 1953, and in instances noted by date in parentheses, to a later year. They are:

Irvin Borders, Los Angeles.

Milton Fairman, New York.

Lloyd E. Graybiel, San Francisco (1954).

Keen Johnson, Louisville, Ky.

William H. McGaughey, Detroit.

John L. Mortimer, Houston.

Virgil L. Rankin, Boston.

Carl Reinke, Montreal, Quebec, Canada (1954).

Horace Renegar, New Orleans (1954).

Franklyn Waltman, Philadelphia (1954).

Harry C. Webb, Houston (1954).

William G. Werner, Cincinnati (1954).

Russell Wilks, New York (1954). • •

\* Mr. Cobb is also a chapter-designated Board member.

## St. Louis conference

(Continued from page 23)

the Iron Curtain so that Red distortions can be cast back quickly. The emphasis is on truth, he said, adding, "If they ever caught us in an untruth, we'd have to close shop."

Among other speakers were William G. Werner, Manager, PR Division, Procter & Gamble, Cincinnati, who described integration of PR policy at all levels in all departments of a manufacturing business; Miss Caroline Hood, PR Director, Rockefeller Center, Inc., New York, who gave useful data on conducting plant tours based on her experience in one of the largest establishments of its kind; Ralph C. Champlin, Vice President in Charge of PR, Pennsylvania Railroad, Philadelphia, who discussed problems facing the railroad business today with attendant PR implications; and Theodore S. Koop, Washington Director of News and Public Affairs, Columbia Broadcasting System, who described newsgathering problems of a large medium and what PR people could do to cooperate in solving the problem.

Robert L. Bliss, PRSA Executive Vice President, summarized the day's discussion. Program events included showing of public relations films, one a General Mills' special report to stockholders. • •

## PRSA member heads Australian Institute of PR

Asher Joel has been elected President of the Australian Institute of Public Relations succeeding R. G. Clarke who has resigned because of ill-health. Mr. Joel, who was the first Australian to become a member of PRSA, was one of the founders of the Australian Institute two years ago.

The new Institute president has embarked upon a campaign of publicly relating public relations to the Australian people, and as part of this program he has arranged a series of association luncheons to which prominent citizens have been invited. One object of these luncheons is to encourage public figures to express their opinion on major affairs of the day in Australia.

The first guest was the Lord Mayor

of Sydney, Alderman, The Rt. Hon. E. C. O'Dea, who dealt with the vexatious questions of transport and marketing.

Others in South Wales who have been invited to be guests of the Institute are the Prime Minister of Australia, The Rt. Hon R. G. Menzies, and the Treasurer of the Commonwealth, Sir Arthur Fadden.

Press and radio relations have been cultivated, and columnists, special writers and reporters are extended invitations to attend all luncheons.

Steps have recently been taken toward formation of a kindred organization to the Institute in the State of Victoria. • •

### NEW PRSA MEMBERS ELECTED DURING 1952

ATLANTA CHAPTER	..... 9
CHICAGO	.....34
CINCINNATI	.....15
COLUMBUS	..... 6
DETROIT	.....30
HOUSTON	..... 4
MID-SOUTH	..... 1
NEW ENGLAND	..... 9
NEW ORLEANS	.....11
NEW YORK	.....66
NORTHEAST OHIO	.....18
NORTH TEXAS	..... 4
PHILADELPHIA	..... 2
ROCHESTER	..... 2
ST. LOUIS	..... 3
SAN FRANCISCO	..... 7
SOUTHERN CALIFORNIA	..19
TOLEDO	..... 1
WASHINGTON	.....22
WISCONSIN	.....28
MEMBERS AT LARGE	...92
TOTAL	.....383
(Total membership-1457)	

# THE HOPPER

## Membership valued

I certainly have enjoyed my membership in the Public Relations Society of America in the three months since I was accepted as a member of the organization.

I find the material which your office prepares and sends to the membership to be of much interest and value. Out here in El Paso, 500 or 600 miles from the nearest fellow-member of the Society, the mailings are particularly interesting because they provide one of the closest contacts I have with the work of other organizations in public relations.

B. MARSHALL WILLIS

Advertising and Publicity Manager  
El Paso Natural Gas Company  
El Paso, Texas

## Uses Register

Recently I have been putting the 1952 *Public Relations Register* to good use in making inquiry of various Society members about their use of cartoon booklets as an educational medium. The *Register* has been most useful to me and I want you to know that I consider it a most convenient Society service . . .

WILLARD SWAIN

Coordinator,  
Employee and Public Information  
California and Hawaiian Sugar Refining  
Corp., Ltd., Crockett, Cal.

## Better reading

. . . The JOURNAL looks better every issue—and reads better too . . .

JAMES L. TURRENTINE

Assistant to the President  
Pitney-Bowes, Inc.  
Stamford, Conn.

## Journal advertising rates increase Jan. 1

Effective January 1, 1953, display advertising rates of the JOURNAL will increase from \$165 per page (one-time, black-and-white) to \$250 per page, with usual agency commission and cash discount.

Classified rates increase to: "Positions Wanted"—\$1.00 per line; "Help Wanted"—\$2.00 per line, minimum of 5 lines, payable in advance, with no discounts or commissions.

Rates for the Professional Directory, listing PR firm services (available to PRSA members only), remain the same.

Rate Card No. 8, effective January 1, 1953, is available from PRSA Headquarters, 2 West 46th Street, New York 36. • •

## Chapter news

(Continued from page 27)

Nathaniel R. Howard, Editor-in-Chief of the *Cleveland News*, discussed election trends at the November 3 meeting. At the December 1 luncheon meeting Jack H. Hartley, Manager of Cleveland's TV station WEWS, will talk on "Public Relations Aspects of Television." • •

## SOUTHERN CALIFORNIA CHAPTER

More than 50 members and guests attended the October 29 luncheon meeting to hear F. Douglas Tellwright, Vice President-Public Relations, Pacific Tel. & Tel. Co., San Francisco, tell about use of public opinion surveys to measure customer attitudes toward an organization. He spoke from the experience of his own company's studies made since 1947, saying that they had been increasingly helpful in guiding management policies concerning providing communications services.

"The periodic surveys we make," he said, "focus our attention on weak spots which require correction. We're vitally interested in what our customers think about us from the standpoint that our product is service which must continue to expand and improve." • •

## WASHINGTON, D. C., CHAPTER

Chapter members heard Prof. Alfred Crowell and Prof. Donald Krimel describe the development of the public relations course in the University of Maryland at the October meeting in the National Press Club. The Chapter has furnished guest lecturers for the public relations students during the last school year and has been invited to set up a similar program again this fall. Maryland's PR department has 41 students majoring in PR this fall, and shows a 57 percent greater enrollment in PR courses than a year ago. • •

## WISCONSIN CHAPTER

The October 28 meeting was staged at Marquette University where Chapter members heard two panel discussions presided over by the group's President, Kenneth W. Haagensen, Director of PR, Allis-Chalmers Mfg. Co. Panelists drawn from business, education, industry and welfare organization representatives aired the subjects: "Scholarships and Fellowships" and "Contributions and Donation." Program Chairmen were Lawrence J. Smotherman and Edmund S. Carpenter. • •

## CLASSIFIED ADVERTISING

When answering ads please address as follows: Box number, PUBLIC RELATIONS JOURNAL, 2 West 46th Street, New York 36, N. Y. Rates: "Positions Wanted" 60c per line, 5-line minimum; "Help Wanted" \$1.00 per line, 5-line minimum. Payable in advance.

## Positions Wanted

A SEASONED, SOLID, SUPERIOR PUBLIC-COMMUNITY RELATIONS MAN NOW AVAILABLE.

Thirteen years in Industrial Public Relations; sixteen years an Organization Executive—local, state and national; five years in Government Public Affairs overseas. Box T-12.

## NEED A BOOKLET PREPARED?

PR writer-editor can handle job from first planning of outline and format to finished copies. Experienced in research, graphic arts. Specializes in making complicated, technical, and heavy topics clear and interesting. Has done industry materials for schools, including teachers' aids. Wide background as PR representative, article writer, newspaperwoman. In New York, free to travel. Box B-12.

## Help Wanted

PUBLIC RELATIONS WRITER  
START \$8,000 TO \$11,000

Top drawer 16-man public relations department is expanding and offers a splendid career opportunity in the Philadelphia area. If you have 5 or more years of recent experience in the publicity writing field, plus experience in public relations, our client will be interested. Please send us for client consideration a complete typewritten résumé of your education and business history and salary desired. All information will be held in strictest confidence and of course our client's employees know of this ad.

JACK LEWIS

ACCREDITED PERSONNEL SERVICE  
12 So. 12th St. Phila. 7, Pa.

YOUNG WOMAN to plan and supervise community service program for home furnishings organization. Arrange, publicize courses and institutes for young homemakers. NY state. Box M-12.

PUBLIC RELATIONS MAN with typewriter charm, should be young enough to hustle, mature enough to meet the press. Prepare and present news in sound, interesting manner for Public Information Service of nationally known midwestern firm. Prefer 25-30 age bracket for this spot; college background with a couple of years writing in advertising or for mid-size newspaper. Give vital personal statistics first letter. Box H-12.



**WE DEPEND ON** McGowan Sign Company in St. Louis, Missouri, and other small businesses in many places. Here Joseph McGowan reproduces Standard Oil's familiar Torch and Oval sign for a special display. Services such as this help our 49,700 employees to produce and market the products necessary to keep millions of Americans rolling.



**WE DEPEND ON** men like T. W. Petersen, a container company expert, to help solve packaging problems at our refineries. Glenn H. Whetzell (left) of Standard Oil is shown consulting with Mr. Petersen. The experience and skills of thousands of other business firms are brought to bear on problems we meet in serving you better.

## LOOK WHAT YOU START WHEN YOU START YOUR CAR

**Y**ou have your Standard Oil dealer "fill 'er up." You get your change—and a friendly "thank you." You turn your ignition key and start rolling on your way.

And here's what you start rolling on *our* side of the pump—thousands of separate businesses working to supply your needs . . . businesses on which Standard Oil and its subsidiary companies depend in serving you. From oil well to service station, we depend on others . . . on 32,000 suppliers who make everything from our red tank trucks to the rubber bands for office use. Large and small, they help us make and market more than 2,000 petroleum products for your convenience and comfort.

Thousands of other companies use our products for your convenience and comfort, too.

Railroads, airlines, buses get you there with our help. Your nylon clothing, television set, electric light, the hot water and heat in your building may depend on petroleum we have supplied. Supplying the steadily increasing everyday demand for oil has built an industry, too, that is large enough to provide the oil so vital to national defense.

So you see how you, and millions of other customers of Standard Oil, keep things rolling—for the 49,700 men and women of our company and for countless hundreds of thousands of people in other businesses, all depending on each other—all depending on you.

**Standard Oil Company**  
(INDIANA)



**THEY DEPEND ON US.** G. E. Carlson, engineer of the Burlington R.R.'s California Zephyr, climbs into his cab. This three-unit diesel locomotive uses 3,620 gallons of fuel on the 1,038-mile Chicago-Denver run. To meet ever-growing needs, Standard Oil has plowed back two thirds of its profits in recent years for expanded facilities.

(Advertisement)



**THEY DEPEND ON US.** Dealer Richard F. Almer of Cloquet, Minnesota, services the car of Frank L. Redfield. Mr. Almer and thousands of other independent businessmen rely on us for quality products. They build their businesses through personalized service and through Standard Oil's constant improvement of reasonably priced products.







# cotton

*from Bath Mat  
to Broadloom*

**B**ack in 1940, the only cotton rug with which most Americans were familiar was the bath mat. And often it wasn't much to look at.

This year in countless thousands of American homes there are room-size cotton broadlooms and even wall-to-wall cotton floor coverings. And the homemaker is proud of their appearance and serviceability.

Within a single decade, cotton consumption in all-cotton rugs has increased from 16,000 bales to nearly 200,000 annually. The floor covering industry has become one of cotton's ten top markets.

What's behind this phenomenal gain?

Reduced to fundamentals the answer is this: New dyes, new finishes, new manufacturing techniques provided by science have made possible vastly improved cotton rugs in a galaxy of colors and textures. A hard-hitting program of public relations and sales effort has driven the story home to the consumer.

The overnight transformation of the cotton rug from bath mat to broadloom is another example of how a united cotton industry has teamed promotion and research to give its customers a better product and to improve the well-being of the ten million Americans who look to cotton for a livelihood.

*These are facts we want the country's leading PR men to know about the country's leading agricultural industry.*

—NATIONAL COTTON COUNCIL

(Advertisement)

**EVERY U. S. Fighting Man Uses Cotton EVERY DAY**



# VERBODEN